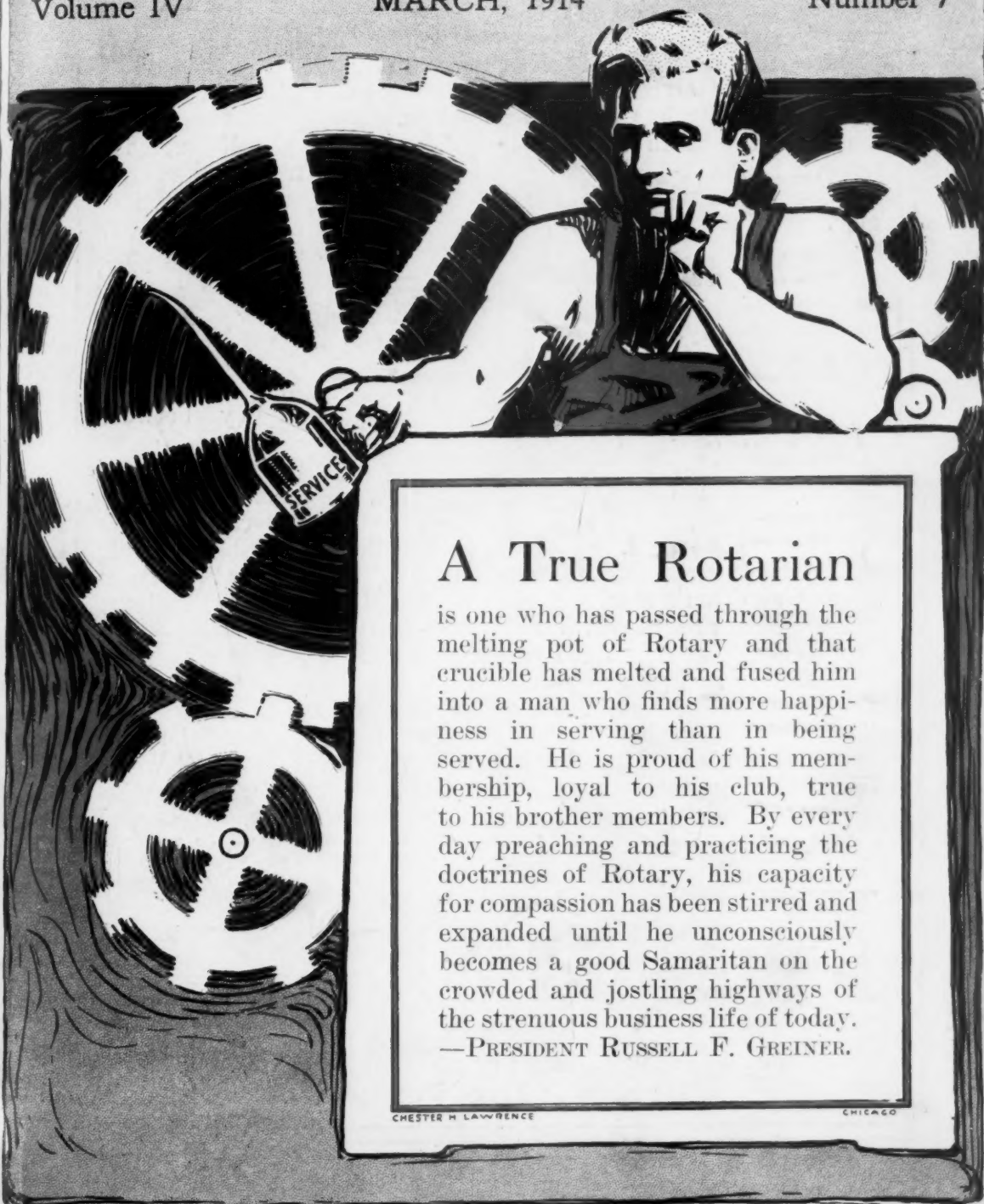


THE ROTARIAN

Volume IV

MARCH, 1914

Number 7



A True Rotarian

is one who has passed through the melting pot of Rotary and that crucible has melted and fused him into a man who finds more happiness in serving than in being served. He is proud of his membership, loyal to his club, true to his brother members. By every day preaching and practicing the doctrines of Rotary, his capacity for compassion has been stirred and expanded until he unconsciously becomes a good Samaritan on the crowded and jostling highways of the strenuous business life of today.

—PRESIDENT RUSSELL F. GREINER.

CHESTER H. LAWRENCE

CHICAGO

When you go South

to the convention of the National Association of Rotary Clubs at Houston next June, take the family and enjoy a real summer outing.

After the session at Houston run over to Galveston on the Gulf Coast. It has the finest summer climate in the world; temperature average for the summer months is eighty-four degrees. Cool breezes from the sea blow constantly.

The Gulf Coast country of which Galveston is the heart, is a veritable paradise for the sportsman and the man bound vacation-ward.

The whole great Gulf of Mexico is Galveston's marine front yard. Fish are plentiful and bite freely. The fighting silver-king tarpon and gamy Spanish mackerel are among the varieties which furnish exciting sport. There's good hunting inland, in season, too.

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Green palms line the avenues, and enveloping all the scene, is the soft air of the southland, charged with rejuvenating power.

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rock ballasted roadbed, smooth as a billiard table, help to make the journey pleasant. Employees are courteously attentive—your comfort is the first consideration. Fred Harvey meals, best in the world are served enroute.

Ask for illustrated booklet, "Texas Resort Hotels," which gives detailed information about this country.

W. J. Black, Passenger Traffic Manager, A. T. & S. F. Railway System, 1199 Railway Exchange, Chicago, Ill.



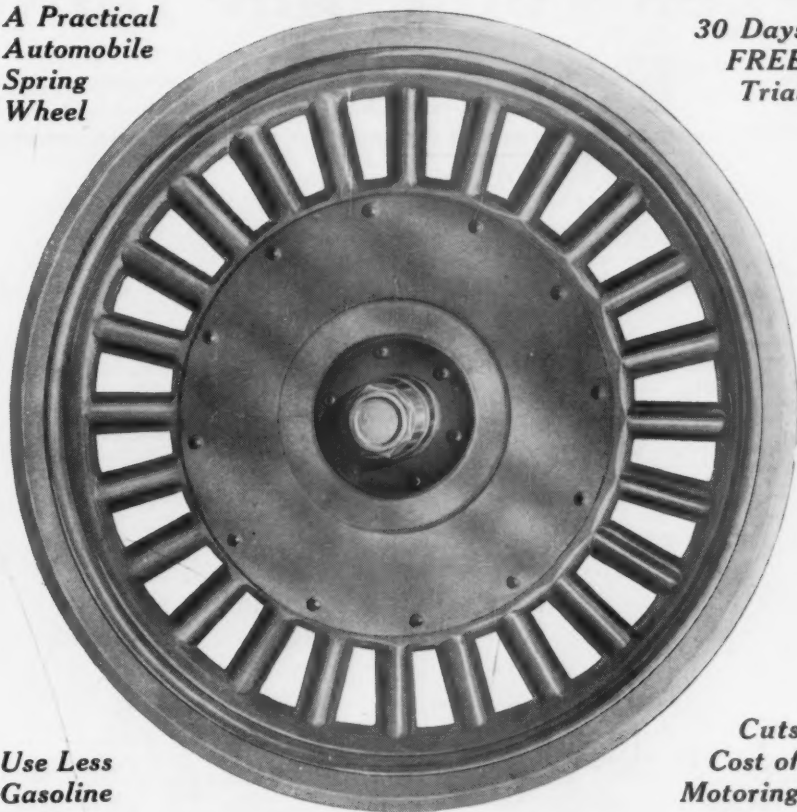
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Fragrant Cape Jassamines and Magnolias that fill the air with their subtle perfume—like the spice-laden breezes of Arabia. Mocking birds that sing their sweet carols from the trees or yonder house-top—and make you believe the whole feathered kingdom is within the sound of your voice.

No!—there's nothing "so rare as a day in June"—in Houston. A big, modern Twentieth century city in which there is still the romance, beauty and hospitality of the Old South.

Of Course, You're Coming to the Convention, June 21 to 26

YOU'RE COMING because you want to partake of the educational feast provided by the Trade Sectional Meetings.

YOU'RE COMING because you want to imbibe of that inspirational Rotary Spirit which the very atmosphere will be laden with.

YOU'RE COMING because you want to see HOUSTON—and be the guests of 125,000 Houstonians who have the reputation of doing **more work**, and having **more fun** doing it, than any other tribe of people on earth.

YOU'RE COMING because June is an ideal vacation month—and no finer vacation could be planned than this trip to Texas with the Rotarians.

YOU'RE COMING and bring your wife, sister or mother—for they'll enjoy it as much as you. We have one committee that doesn't give a tinker's dam whether you come or not—just so as you send

the ladies! So then—you're ALL welcome and you're ALL expected!

We Can't Tell All

No—we'll not tell you about all the things planned. That would be like handing you a good book to read—and telling you the sequel before you started reading it.

But don't you worry—there'll be plenty doing. The Program and Topics Committee met in Houston on February 16th and outlined the best program ever. The educational end will be superb—and if the entertainment end is not—it will be because an earthquake swallows up the 34 committees that are looking after that part of it.

So then—as the starter says: "Get ready! Get set! —Go! To Houston in June—the 21st.

Join your club's "On to Houston" Committee.

The Rotary Club of Houston

ROBT. H. CORNELL, President

GEO. M. WOODWARD, Secretary.

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The ROTARIAN

Chesley R. Perry, Editor and Business Manager

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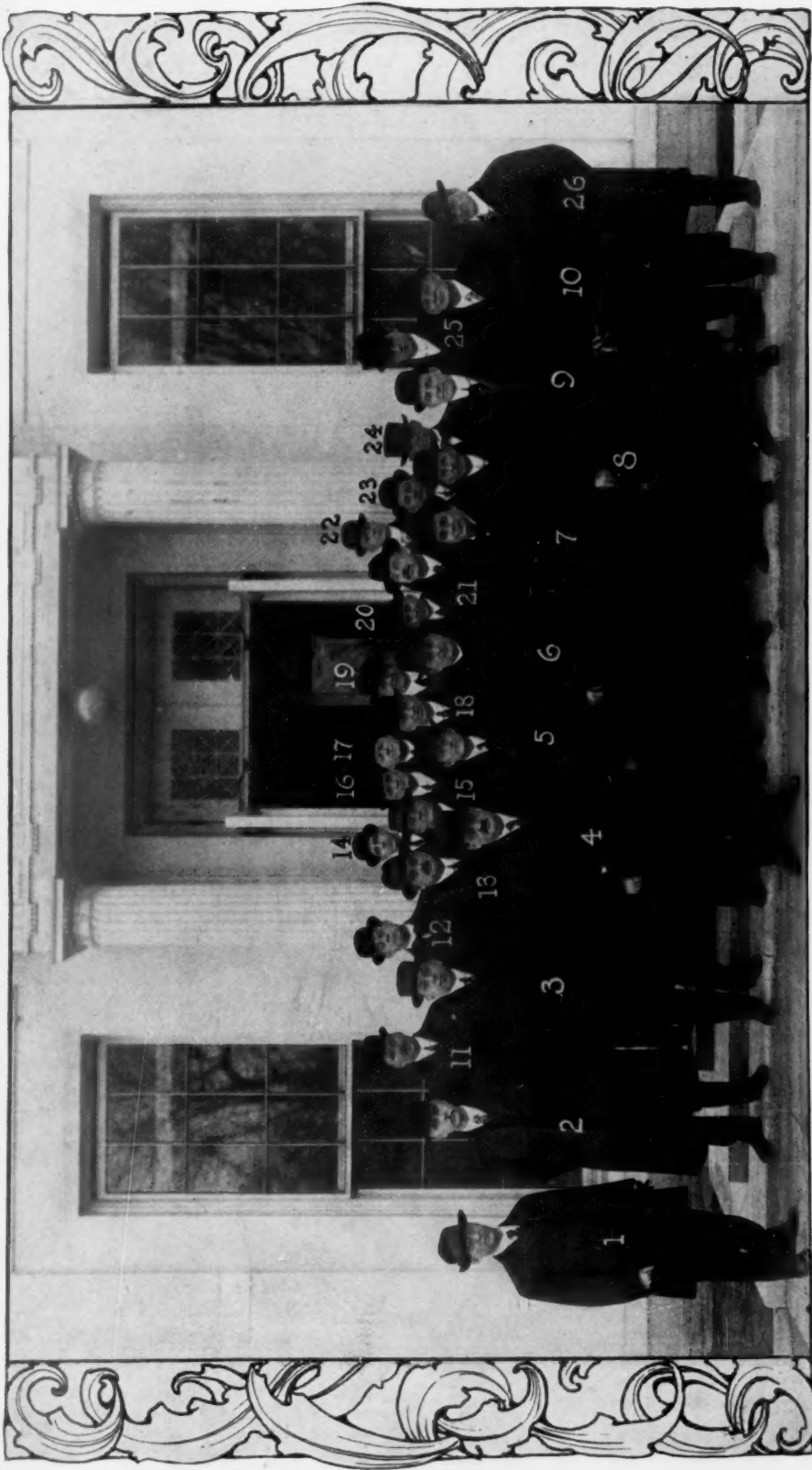
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ROTARIANS AT THE WHITE HOUSE.

Prominent in the foreground of the picture are (6) International President Greiner, Kansas City; (18) Glenn C. Mead, Philadelphia, Pa.; (5) Senator Morris Sheppard, Tezakana, Texas; (7) Congressman Daniel E. Garrett, Houston, Texas; Names of the other special delegates and a story of the call on President Wilson will be found on page 11 of this issue.

The Rotarian

Official Organ of the International Association of Rotary Clubs

Vol. IV

MARCH, 1914

No. 7



THE PROGRAMME OF THE CONVENTION AT HOUSTON.

It won't be long before the call will come to you!

Make your plans to attend the Houston Convention, the week of June 21st.

You will naturally inquire: "Well, what sort of a programme are they going to have?" "Will it be worth while?"

Speaking for the Committee on Programme and Topics, as its chairman, we want to report to the general membership, a number of meetings held in the office of the Secretary at Chicago, at which were present representatives from Houston, Joliet, Toledo, Philadelphia, Chicago and Kansas City. A programme has been adopted which will keep the delegates busy from 11 A. M. on Sunday, June 21st, to the close of the Convention.

There will be something spiritual and patriotic, interesting and educational, from the moment you reach Texas until you say farewell to the "Lone Star."

Make up your mind that our hosts, the City of Houston and the State of Texas, will pay the highest honors to Rotary and lucky will be the man and the woman who will share in the glories and the honors of the Convention.

Of course, there will be an opportunity for a general acquaintanceship on the very first day.

On Sunday afternoon, the great Mass Meeting at the City Auditorium, open to all the public, will give the citizens of Texas an opportunity to feel the pulse of Rotary and to imbibe the principles enunciated in its platform.

Official Houston will evidence her interest in the Mass Meeting by the participation of her Municipal Band assisted by a chorus of 125 voices.

It is to be hoped that President Woodrow Wilson will be present on this occasion, in compliance with the very courteous invitation that has been extended to him by International President Greiner and his fellow Rotarians, to the number of thirty-six.

You probably know that the President was in Washington on the 26th day of January, with the express purpose of inviting President Wilson to this great meeting, and the result of that interview was encouraging.

Let it be understood that the purpose of the officers of the Convention is to make promptness and dispatch the guiding rules in the whole proceeding.

The hour designated for the gathering of the Convention will be the very minute at which the gavel will fall and the delegates are expected to be on hand.

This is going to be a working Convention and the committee, in arranging each day's proceedings, had in mind the highest value to the delegates in return for the time they would devote in coming to so important a gathering.

Attention has been paid to the proper consideration of the visiting ladies and there will be no limit to the pleasures which have been provided for them.

It is the hope that the Banquet will prove an innovation in this one respect: that the

ladies, also, will share the interesting proceedings which always transpire at these Rotary Banquets—the installation of officers.

Special attention is being given to the Round Tables this year. Time is arranged liberally so that these meetings will be effective and thorough, profitable and exceedingly important.

The Round Tables of Presidents, Editors, Membership Committees, Entertainment and Programme Committees, Secretaries, and various Trade and Professional Sections, etc., all are taken care of and special time allotted for the discussion of their particular functions.

An afternoon has also been set aside for a Round Table on "The Philosophy of Rotary." This is a suggestion from the fertile brain of Secretary Perry, and at this Round Table will be presented the deep and abiding faith of the deep thinkers of Rotary in giving to the world the best interpretation and the highest possibilities for which Rotary stands.

The Round Table discussions are to be limited to members of the Round Table but all other delegates and visitors are welcome to listen and take notes. This particular point was determined upon from the fact that the attendance at these Round Tables will be larger and the members are most likely to be the men who have come prepared to contribute to successful results.

This new plan of discussion, limited to members of the respective Round Tables, giving all others opportunity to listen and to learn, will be appreciated, I am sure, by all the various circles, and also by numerous interested visitors.

The Committee is working diligently on that part of the programme that is called "Assigned Topics." We are securing the best talent the country will afford; nothing too good for Rotary.

There will be some variation in the "setting of the stage" of this Convention.

Galveston will be the seat of one of the Convention Sessions and at Galveston the officers will be nominated and the invitations for the next Convention will be presented.

This will enable the committee to have the ballots all printed so that the following day, back at Houston, the election can be carried on without excitement and in splendid order and with unusual satisfaction.

If we would tell of all the good things that the Houston club is preparing for the delight and entertainment of the delegates and their friends:

If we would tell what Galveston has up her sleeve for the pleasure part of our programme:

If you knew of what all Texas is arranging to present as her share of the festivities, we would be, certainly, letting the "cat out of the bag."

But let us tell you once and for all: that Texas is preparing Great Things.

Galveston is providing an unusual pleasure and Houston has an unending round of joyous occasions for every spare moment of time.

The evenings will be entirely devoted to pleasure for the delegates and their wives and many surprises are provided for the entertainment of the ladies while the sessions are going on.

We have heard many comments from those high in office touching the programme, and the consensus of opinion is that the Convention of 1914 will prove an era in the history of Rotary.

It will set a new standard for Convention proceedings.

It will bring to every delegate the highest realization of all his expectations and the indications point towards unusual attendance.

Already numbers of cities have made their reservations at hotels, and, from the number of rooms, it looks as if every city is going to outstrip the other in the attendance of its appointed delegates.

It would be interesting for any member, should he happen to be in Chicago, to drop in at the new Association Headquarters and get into the spirit of effort that is being made there in pulling all lines towards the great goal—the Convention in Houston.

It would be an unusual experience to any member to spend an hour in the Secretary's office and note the contact with every city where Rotary clubs are now in existence; to learn of the number of new cities that are clamoring to get into the band wagon, and to feel the pulse of encouragement and ambition that permeates every member of the Secretary's staff, towards effecting the highest enthusiasm for the Houston Convention.

Houston, in the person of Mr. Westover, spoke in no uncertain tones as to the manner of entertaining the delegates. And, not alone for Houston did Mr. Westover speak, but for every city in the state where "Rotary" has found a footing.

Texas invites us. Who could refuse?

The Houston Convention will mark an epoch in International Rotary.

WM J. BERKOWITZ, Kansas City.

THE DUTIES OF A DELEGATE TO A CONVENTION.

Our president, Mr. Russell F. Greiner, has commanded me to prepare an article on this subject so while I feel I must obey the mandate, I approach the task with some trepidation because some of you who have been with me at the last two conventions may consider my words as being directed personally at you.

There is an old saying, "If the shoe fits you, wear it." However, in this case, let us consider this matter in the light, not of what has gone before but with a view toward making our conventions more interesting, more efficient and more productive of results for the good of Rotary. This can be done by those who shall be delegates to future conventions resolving to attend all sessions as they are called, staying there while the meetings last, unless we are cut on committees, and in this way accomplishing more work in shorter time. This will enable all to have time for the entertainment features and what is more, to enjoy them together.

It is a fact that delegates to an International Convention of Rotary Clubs are more ardent for the good of the movement, more disinterested, more willing to put that beautiful sentiment "one for all and all for one" into practical every day use than any other body of men in the world. I think such scenes as were witnessed at Buffalo have never been equalled in any other convention. If, therefore, such examples have been set by Rotary delegates—all of whom are representative business men, a class who have always been regarded as looking after each unit for his selfish interest only—why not go still farther and make the meetings models for all the world of conventions to copy.

In all gatherings of this kind there are days of dry, grinding routine work that try men's souls. At such times it will be recalled, at Buffalo, many of the men went out sight-seeing, leaving so few behind that a half hour of precious time was lost to those who remained at their post to find out if a quorum was present so that business could be transacted.

At another time it will be remembered that the call to dance proved too strong and very few men were left to listen to guests and incoming officers who were called upon to address the assemblage. This is the height of discourtesy and yet the men who left had no thought of being so—nor did they realize the hardship they were imposing on those who felt impelled to remain, not because they didn't want a good time, but because they felt that it was their duty to their Association and their clubs.

It is to be hoped that the clubs will exact a promise from their future delegates to lend their attention to the business of the convention first and to play afterward. The clubs pay a great deal of money to send men to work for the Association and to bring back ideas which will help them. Delegates should, therefore, feel the importance of their trust.

I am reminded of a good one which was pulled off by that genius of organization—Perry—at Buffalo.

Minded by the trouble we had at Duluth to keep men in convention, I moved that it should be the sense of members present at Buffalo, that they should attend meetings faithfully. The motion was carried.

That night there were "doings" which kept us up rather late. In consequence, we all rose with not much time to spare before meeting. I came down at a quarter to nine, tried to get a cup of coffee before nine, but owing to the rush in the dining room could not get service and at a quarter after the hour left the table without any breakfast. In the lobby a boy was loudly paging "Mr. Basford." Of course, I answered and was informed that I was wanted in the convention hall. It will not be hard for you to imagine what happened when I got there. Such cat-calls and bandinage you never heard—and me without breakfast.

Another troublesome thing to the officers is the seeming impossibility of starting meetings even reasonably close to time. Practically an hour every day is lost in this way.

Therefore, it would seem that the duties of delegates at a convention are:

To arrive at the city indicated, promptly on convention date.

To meet promptly on time each session in the convention hall, and to remain there until the session is over.

To attend meetings faithfully and not let their attention be diverted by entertainment features while sessions are in progress.

To make written note of every idea which will help their local conditions and to report them in writing to their home body.

It may perhaps be impossible to put these ideas into perfect practice but if the clubs will charge their delegates in such a manner that they will go to Houston this year resolved to try and try hard, the results from the convention for the advancement of Rotary, will surpass anything that has yet occurred in this wonderful world movement which is preaching and practicing the brotherhood of man as applied to modern business.

Will you try?

H. R. BASFORD, SAN FRANCISCO.

CLUB PRESIDENTS ON GENERAL COMMITTEE.

There is one feature of our Association which I think we have neglected to make the most of. I refer to the General Committee concerning the composition and function of which there has been considerable confusion of thought.

I have an idea that not only should this committee serve to select the directors of the Association at the convention, but it should be a real advisory committee throughout the whole year.

I believe it ought to be composed of the president of each affiliating club thereby giving each club president an official position in the International Association.

Then the president of the Association could ask the opinions of the club presidents not merely as local men but as members of the General Committee of the Association.

Also when the club president went to some other city to do some extension work he would not be merely the president of a local club but he would be an official of the International Association.

Making the committee consist of club presidents has met with the approval of many individual leaders in Rotary and believing that it will meet with universal approval, President Greiner is asking each club to designate its president as its general committeeman at the Houston convention.

As at present I would continue to have the board of directors of the Association who are the governing body of the Association, chosen by the General Committee, but what could be more fitting for such a purpose than that the committee should be composed of the club presidents?

If a club president could not attend the convention, the club vice-president or one of the former presidents could easily be substituted for the meeting of the committee at the convention, just the same as he would act *pro tem* for the president in local matters.

C. R. P.

ROBBING THE SOIL.

In the early days before the advent of the agricultural college and experimental stations, farming was carried on in a primitive sort of way. For many years there was little progress in the science of farming. The scientific rotating of crops was little known and as a consequence much damage was done to the soil. It was the common practice of the old school farmers to grow the same crops on the same ground year after year, ignorant of the fact that soil requires certain elements to make it healthy and productive.

Farms that had been rich producers became unproductive. Study of conditions, investigation and experiments developed the fact that the soil had been robbed of its producing elements. Then came the new era of scientific farming, the development of which has been very rapid.

Now it is possible to take old worn out, apparently useless soil and by certain treatment bring it back to its former rich and productive state.

Before the new order of things, robbing the soil was charged to ignorance but now the farmer who knowingly and wantonly continues such practices is severely criticized. He is blinded by a desire to profit today without regard for the future.

Rotarianism is to business what the agricultural college is to farming.

There have been two distinct eras in business. Under the first, the idea was to conduct business without regard to the other fellow or his rights. Under this regime many fortunes have been built up, commonly referred to as predatory wealth. It was charged that the Golden Rule could not be reconciled with modern business. Men became ingrown and selfish. If their pathway to fame and fortune became blocked by a friend, the friend was sacrificed.

In the mad, selfish scramble for gold, not only were friends sacrificed but all thoughts of the inalienable rights of others (as provided by the Constitution) were forgotten, and the idea of Service was lost sight of entirely. The end justified the means, and the end—what was it? A bag of gold and vain regrets for a misspent life.

Now comes the new order with established business ethics, a reconciliation of the Golden Rule with business and with the idea of Service to our fellow-man well to the fore.

Selfish motives are being relegated to the rear and the motto "He profits most who serves best" adopted.

Men are learning to serve each other without first asking "What do I get out of it?" They have faith that if they serve, they will be served, therefore they are "casting their bread upon the waters" of humanity, knowing that the reward is certain.

Those men in business today who think only of gain in serving their fellow-man and exploit their friends for personal profit are *robbing the soil* and will reap the reward just as surely as did the old-time farmer.

The farmer was excusable because of ignorance, but the modern business man who robs the commercial soil has no excuse except his greed for a few more dollars.

F. R. J.

Rotarians at the White House

IF THE Congress of the United States works at high speed this spring and its members behave themselves, President Woodrow Wilson will be the guest of honor at the International Convention of Rotary Clubs which opens at Houston, Texas, on June 21. On the afternoon of January 26th, a delegation of Rotarians, headed by International President Russell F. Greiner, former International President Glenn C. Mead, Senator Morris Sheppard of Texas and Congressman Daniel E. Garrett of Texas, called upon President Wilson at the White House in Washington and presented the nation's chief executive with a handsomely engraved invitation to attend the annual convention of Rotary clubs. President Wilson assured the delegation that nothing would interfere with his acceptance except a continued summer session of the present Congress. After the conference with the president, the delegation posed in front of the White House for a picture which is used as a frontispiece in this issue of THE ROTARIAN. The key to the illustration follows:

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|---|---|
| 6. Russell F. Greiner, Kansas City, Mo. | 13. H. G. Johnson, Washington, D. C. |
| 14. Glenn C. Mead, Philadelphia, Pa. | 14. Ralph D. Baker, Camden, N. J. |
| 7. Senator Morris Sheppard, Texarkana, Tex. | 15. John Hodges, Washington, D. C. |
| 15. Congressman Dan'l E. Garrett, Houston, Tex. | 16. Albert Diggs, Baltimore, Md. |
| 1. Samuel S. Rosendorf, Richmond, Va. | 17. Guy Gundaker, Philadelphia, Pa. |
| 2. Scott Paisley, New Castle, Pa. | 19. John S. Musser, Harrisburg, Pa. |
| 3. Howard C. Fry, Harrisburg, Pa. | 20. Fred MacKenzie, Washington, D. C. |
| 4. Samuel Z. Shope, Harrisburg, Pa. | 21. John Dolph, Washington, D. C. |
| 8. John Walker, Washington, D. C. | 22. J. L. Ridgway, New York City, N. Y. |
| 9. Arch C. Klumph, Cleveland, Ohio. | 23. John O. Gheen, Washington, D. C. |
| 10. Wm. Rufus McCord, Harrisburg, Pa. | 24. John Weaver, Washington, D. C. |
| 11. William Johnson, Washington, D. C. | 25. John Stoddard, Washington, D. C. |
| 12. C. Harry Kain, Harrisburg, Pa. | 26. Geo. W. Harris, Washington, D. C. |



CHESLEY R. PERRY, SECRETARY OF THE INTERNATIONAL ASSOCIATION OF
ROTARY CLUBS AND MANAGING EDITOR OF THE ROTARIAN.

Chesley R. Perry—Our Secretary and Editor

A Review of an Active Life

By Russell F. Greiner

This introductory note is written by the humble assistant to the managing editor during the latter's absence and explains how it came about that the modest C. R. P. breaks into print in the magazine over which he has complete jurisdiction. This biography was prepared at the request of the Publication Committee and is printed by order of International President Greiner, who states that he can compel the managing editor to print at least one article a month. As a dictator he has "made good"—here is the "one article" for March. C. R. P. is no longer surrounded with a veil of mysticism. Herewith is presented a full page half-tone of that gentleman and a sketch of his life. He can no longer qualify as a "violet by a mossy stone."—J. C. B.

CHESLEY REYNOLDS PERRY was born "over on the west side" in Chicago the year after "the big fire." He has a "kid" picture which shows that he was a dear little thing clad in a linen duster to keep his clothes immaculate and with long golden curls hanging down his back. A gang of toughs found him loose one day and plastered him from head to foot with gobs of mud. This taught Chesley humility.

Other experiences taught him other things. His father took him on a fishing trip and the son tried to add to the supply of bait by grabbing a grasshopper out of the air—he got a bumble bee instead. That taught him caution. Today, while a liberal in thought, he is a conservative in action.

John A. Perry and Minerva Allen, Americans of English descent, and Thomas Lunnie and Kate Logan of Scotland, were the grandparents of our secretary. His father is Captain Charles A. Perry, born in New York State, and his mother Clara Lunnie, born in Massachusetts. They are both enjoying the ripe old ages of 81 and 78, respectively. If heredity counts for anything we ought to have Chesley with us for some years to come.

The given names of our secretary are his inspiration to service, for they represent two men who were friends indeed to his father—George W. Chesley, who befriended the stranded gold-seeker in California in the days of the '49ers, and Major-Surgeon B. O. Reynolds, who nursed the soldier back to health in Civil War times.

"C. R." has grown up with Chicago. His early education was given by his parents in their home. Not until he was fifteen years old did he see the inside of a schoolhouse. Then he started and made five grammar grades in two years and passed into the high school. As soon as he was old enough to

walk and talk he began to work in his father's stationery and tobacco stores. There he had some opportunity for reading and his range was from the dime novel and Police Gazette to the Popular Science Monthly and the Fortnightly Review. At one time he was carrying twenty-six serial stories in the popular fiction weeklies. Not content to work as janitor, clerk, buyer and manager of the store, he also carried a newspaper route of two hundred customers.

When he got into high school he devoted himself to his studies for a while and then broke into the side shows of school life. He became an active debater in and finally president of a literary society which had some three hundred members. Noise and disorder were characteristic features of the society before Perry became its president. The school principal threatened to disband the society if the new president did not make it behave. Perry restored order and the society continued and prospered. He became an "associate editor" of the school magazine. His specialty was "the kickers department" over which he presided as the Chief Kicker. He was manager of the football and baseball teams, captain of the military company and secretary and president of the county high school baseball and football leagues. He was selected for president of his class but declined the honor and sought to be class orator. He was beaten by two votes. This taught him never to seek an office.

In his senior year he took the examinations for teacher in the public evening schools and began teaching while still going to school. He left high school with the intention of entering the University of Chicago but got sidetracked into the service of the Chicago Public Library. He was put to work sorting the books and placing them on the shelves. In a

few days he was installing system into this work and bossing the other boys. He was given more work and more responsibilities and got away with it all. When the time came for the library to have its new building, Perry was entrusted with the job of packing and moving some two hundred thousand volumes and placing them in the new stacks and he did it. He became custodian of several stack rooms with a force of fifteen assistants under him. He became assistant superintendent of the circulating department and from time to time substituted as superintendent of other departments. When the small-pox epidemic broke out in Chicago he took charge of handling and fumigating books exposed to contagion and went into infected homes to get and destroy books thought to be dangerous. He constantly urged the development of modern, progressive, service methods in the administration of the library. He became active in the Chicago Library Club, the Illinois State Library Association and the American Library Association and for a time acted as editor of the library department of *The Bookseller*.

All the while he was teaching school nights and having some interesting and sometimes exciting experiences which were part of pedagogical work in some parts of Chicago in those days. He enlisted in the Illinois National Guard, became a second lieutenant, and when evening school was out, he would go to the armory, put on his uniform and drill his company. When the Spanish war broke out he went to the front with his regiment and came back a first lieutenant. Later on he was commissioned captain and aid-de-camp on the division staff of the Illinois National Guard. During his year of service in the volunteers (including four months in Cuba) Lieutenant Perry was detailed as brigade commissary, as acting quartermaster, ordinance officer, etc. General Burt called him "a fine officer, a good soldier and a loyal friend." When detailed as regimental exchange officer, Perry conducted the business so successfully that every month each company and the band got a dividend check of \$100 for its mess fund. When he found himself left in virtual command of nearly one hundred men, fifty horses, two hundred mules, ambulances, wagons, etc., without being able to get any commanding officer assigned to the outfit, nor any order placing him in command, Perry got out a proclamation, "Whereas an emergency exists, etc. I hereby assume command, etc." He tacked

one copy up on a tree and sent another copy to the war department at Washington. As a result he got his necessary supplies, rations, etc.

During the period of his service with the colors" Perry also acted as "war correspondent" for the Chicago Times-Herald, sending his telegraph dispatches in every night and contributing "weekly letters" over his signature from Cuba for the Sunday paper. One night, when a shooting scrape happened about midnight, Perry borrowed the quartermaster's horse, rode ten miles to a city, clattered down the street like Paul Revere, woke up the telegraph operator and got into Chicago a first column, first page "story" and "scooped" the regular newspaper men who were asleep in their little beds. His first newspaper work was done back in his school days. And by the way, Chesley also has a Sunday school record, for at one time he never missed a Sunday for eighteen months. One Sunday a fire broke out in the church during the evening service. After he had marched in with the "Baptist Boys Brigade" and helped carry out the bible and other articles of value and seen the fire put out, Chesley dashed for a street car and made his way to the city room of the Chronicle and there wrote the story of the fire. He got \$2.00 for it.

Upon his return to civil life Chesley took unto himself a wife—Miss Jessie Booth, daughter of Sherman M. Booth, one of the great abolitionists of the ante-civil war days in the United States.

Resuming his library and school work, Perry became secretary of the School Extension Society of Chicago, an organization made up of delegate representatives of all the prominent clubs and societies of Chicago and which exerted considerable influence in arousing public sentiment in favor of playgrounds, gymnasiums, opening of the school houses for neighborhood meetings, establishment of library branches, etc.

One summer he spent his vacation as a book agent. He was assigned as a member of a crew of a dozen men working together in a certain city. While he was supposed to be merely a member of the crew, he became their leader within a few days and got them all to quit spending their evenings playing cards at their boarding house and devote their time to studying their prospectus, laying out their work for the next day, practicing selling to each other, etc. As a result he was offered a large territory to manage but concluded he didn't like the game.

At last he decided to get into the business world and, resigning from the library and the schools, he took up first fraternal, and then general insurance work. While superintendent of agents for one organization he made up his mind that they were not working on the right basis and demanded certain reforms. When they were not made he quit the organization, which soon passed out of existence. Perry never tells what he can do. He goes ahead and does what he can and tries to do it right. If he says a thing can't be done, in his opinion, very rarely does any one do it successfully.

His Cuban trip led him to make some investments, but unfortunately for him, he put them in Mexican enterprises instead of Cuban. Having put his money in, he found he had to take an active interest in completing the financing of one of them in particular. His energetic efforts resulted in raising upwards of \$200,000. While things look dubious just now, Perry and his associates have the satisfaction of having it freely admitted that they have probably the best organized, most thoroughly developed and best managed plantation in southern Mexico.

As a stockholder in a company owning a famous and valuable silver mine in Sonora, Perry was summoned to a stockholders' conference one day at which the officers of the corporation opened up and told how, trying to turn the top of the hill, they had reached the end of their rope. The property was about to be lost, owing to debts for labor and money borrowed on mortgages on the property. \$20,000 had to be raised at once. A committee of the stockholders was formed and Perry was drafted into leading in the work of saving the properties. The task looked hopeless, and many said it couldn't be done, but it was done. Within ninety days the money was raised and the Mexican creditors were paid off.

Perry has never been active in politics, but years ago when Chas. S. Deneen was first suggested for governor of Illinois, Perry was asked to attend a meeting of his precinct club. Of course, he had something to say and the result was that he found himself elected secretary. Rapidly the situation developed into a very sharp contest between the young and progressive men on the one side and the old-time professional politicians of that primary district of the 14th ward on the other. Perry soon found himself the commanding officer of his side. His opponents were old timers at the game. They

threatened Perry with imprisonment and other things, and did arrest some of his ticket peddlers, but when the polls closed they were beaten two to one and later their leader found himself in jail instead of on the judicial bench, for which he was a candidate.

Shortly before the formation of the National Association of the Rotary Clubs, Perry became the western representative of the Cement Brick Machinery Company, but his Rotary work gave him little time to devote to the development of this business. His Rotary work began in 1908 when he was made chairman of the first committee on revision of the constitution and by-laws of the Chicago Rotary Club. He also served on other committees and finally became chairman of the extension committee. Then, with Paul P. Harris, he formulated a plan for the establishment of a National Association of the dozen Rotary clubs then in existence and, with Harris, arranged the details of the charter convention which was held in Chicago in August, 1910. As it was conceded that Paul P. Harris, the founder of the original Rotary Club (Chicago) should be the first president of the Association, it was thought best that some one else should preside as chairman of the Chicago convention. Perry was given the job. How he made good is apparent from a perusal of the proceedings of the convention.

Somehow he seems to be a natural born chairman. At the Boston convention of the Spanish War Veterans several years ago, the four hundred turbulent delegates wore out the commander-in-chief, the vice commanders and several past commanders during a "scrap" over the election of officers (a striking example of what "politics" in an organization will produce—the newspapers called it "a rough-house convention"). Finally, Perry as chief-of-staff, was called to the chair and besought to see what he could do. As he did in his high school literary society, he restored order and good-fellowship and, for four hours dispatched the business of the convention, completed the election of its officers and adjourned it.

After the Chicago convention of the Rotary clubs adjourned the board of directors assembled the following day and found they had to choose a secretary. They sent for Perry and prevailed upon him to tackle the job, for a couple of months at least, so as to get out the proceedings of the convention, have the constitution and by-laws printed, get the work started, etc. Perry "got on

the job" and has been on it ever since. At the Portland convention the following year he was ordered to get busy and produce a first class magazine. He has done it. At the close of the Buffalo convention last year arrangements were made for our secretary and editor to give his entire time to the work of our Association and its magazine.

For several years Perry has been one of the Illinois commissioners on the Perry's Victory Memorial and Battle of Lake Erie Centennial and for four years acted as secretary of the Illinois Commission. At the formation of the Inter-State Board of these commissioners at Put-in-Bay in 1911 Governor Harmon of Ohio and Colonel Henry Watterson of Kentucky insisted that our Perry should serve on the committee to draft the constitution and by-laws for the Inter-State Board.

He is also a member of the American committee for the Celebration of the Hundred

Years of Peace Among the English-Speaking Nations.

Perry has been a committeeman and officer in the usual run of social clubs and societies. In fact everything he belongs to presents him with the opportunity to do some work. He is a member of the Masonic Fraternity and several Spanish War societies, of the Rotary Club of Chicago, Hamilton Club, Columbia Yacht Club, Wawasee Golf Club, Chicago Library Club, Chicago Advertising Association and of the Army and Navy Clubs of New York City and Washington, D. C.

For indoor amusements our secretary, when he has time, plays a little chess or some billiards, but his specialty is "Kelly pool." For outdoor amusements he goes in for baseball and tennis. In the latter game Glenn Mead expects to "show him up" at Houston, if arrangements are completed for the proposed afternoon of athletic contests.

Do You Want to Buy Success?

You want **SUCCESS** in business; but are you willing **TO PAY THE PRICE** for it?

How much **DISCOURAGEMENT** can you stand?

How much **BRUISING** can you take?

How long can you **HANG ON** in the face of obstacles?

Have you the **GRIT** to do what others have failed to do?

Have you the **NERVE** to attempt things that the average man would never dream of tackling?

Have you the **PERSISTENCE** to keep on trying after repeated failures?

Can you cut out luxuries? Can you do without things that others consider necessities?

Can you go up against skepticism, ridicule, friendly advice to quit, without flinching?

Can you keep your mind steadily on the single object you are pursuing, resisting all temptations to divide your attention?

Have you the patience to plan all the work you attempt; the energy to wade through masses of detail; the accuracy to overlook no point, however small, in planning or executing?

Are you **STRONG ON THE FINISH** as well as quick at the start?

Success is sold in the open market. You can buy it—I can buy it—any man can buy it who is willing to pay the price for it. **ARE YOU?**

—Walter Silver, Omaha.

Industrial Optimism

By Kenneth C. Kerr

Member Rotary Club of Seattle

(Mr. Kerr is the editor of the Railway and Marine News and an American newspaper man of twenty-five years' experience. He has written this editorial article for THE ROTARIAN at the request of former President E. L. Skeel of the Seattle Rotary Club. We agree with Mr. Skeel that this is a message worthy of thoughtful reading and consideration by every American business man.—C. R. P.)

BUSINESS optimism is the keynote of Rotarianism. Just as the Rotary platform of August 9, 1912, gives prominence to the recognition of the commercial basis of modern life as a necessary incident in human evolution, so can the Rotary organization be referred to in a general way as representing intelligent business optimism. Briefly summed up: Rotarian features are to make the best of adverse conditions, to co-operate for general betterment and to steadily push forward on the basis of service. Confidence is the basis of business. Optimism is surely inspired by confidence.

At the present time a wave of business optimism seems to be sweeping over the United States. It is not confined wholly to the North American continent but has extended beyond the seas. It is evidenced in every commercial center, in every line of industry. The trend of the times seems to be toward a most hopeful outlook; a vision of future business prosperity and those in Rotary have reason for taking a personal pride in the fact that this condition exists, owing to the fact that the present state of affairs in the commercial world represents to the highest degree the aim of the Rotary organization throughout the country.

President Wilson, on January 20th, issued his special message to Congress on business and a careful reading of that thoughtful document clearly indicates that the chief magistrate of this splendid country is at heart a Rotarian. He says, "The government and business men are ready to meet each other half way in a common effort to square business methods with both public opinion and the law." "When serious contests ends, when men unite in opinion and purpose, those who are to change their ways of business joining with those who ask for the change, it is possible to effect it in the way then which prudent and thoughtful and patriotic men would wish to see it brought about, with as few, as slight, as easy and simple business readjustments as possible in the circumstances, noth-

ing essential disturbed, nothing torn up by the roots, no parts rent asunder, which can be left in wholesome combination."

Rotary includes in its membership representatives of the government and representatives of big business and it is doubtful if either will raise a dissenting voice against that statement of the President. It shows an effort being made on the part of the administration to better understand the business man while a courteous invitation is extended by the people's representative to all business men to join with the government in a betterment of conditions whether the business is represented by the industrial corporations or the great transportation interests. They will all be welcome and while many things have taken place in the past which have been frowned upon most severely by the multitude, yet, the fairminded citizen is free to admit that big business has accomplished big things in a big way and in the history of the country has played a most important part. At the same time, he is equally free to admit that some of the representatives of big business have made serious blunders and it was the blunders of the few that brought forth criticism of the many.

The President's message, therefore, enunciates Rotarian principles and at the same time is the most optimistic document that could possibly be circulated throughout the country at the present moment. There is every reason for the American business man to be optimistic. His country is settling down to a period of business activity and the outlook has never been so bright for many years past. The Panama Canal is about to be placed in operation and its effect upon the industrial world cannot help but be of immediate benefit and wide-spread importance. Both the east and the west will share equally in the net results, the east by finding a new traffic route leading to new markets for the manufactured products of its populous and prosperous cities, while the west, which has room for a great increase in

population, will be brought into nearer and more direct communication with those ports which annually send out so many immigrants to America. Throughout western Canada and western United States thousands of miles of railroad are projected and in the rich treasure house of Alaska, the United States government is planning to develop that wonderful region of hidden resources by a system of railroad lines.

In the arid belt, former deserts are being reclaimed and made to blossom as the rose. On the Pacific, the volume of trade with the Orient is gradually increasing, while along the Atlantic coast the relations between its business men and those of the European countries are being more firmly cemented. In no particular is there any reason for not taking an optimistic view of the business conditions confronting this country at the present time.

Every line of industry reflects the upward trend and if Rotarians but realized the opportunities which business confidence and optimism inspire, what wonderful service they could render to their nation, their state or their municipality. Business optimism has come to stay and, quoting from Paul P. Harris, founder of the Chicago Rotary Club and first president of the International Association "the grandeur of Rotarianism is in its future, not in its past. This is the matin not the vespers of Rotary. The call for penetrating, conscience-responsive thought has never been more insistent since the birth of Rotarianism than at the present day. Men will rise to the call, and the leaders in the days that are to come will be drawn from the ranks of those who are most deeply concerned in the ethics and the philosophy of Rotary."

"R. W. Hunt, Chairman of the Committee on a Code of Ethics, would like to have a personal letter from every man in Rotary who is interested in or has any ideas on the subject of a code of ethics for business men. The "professions" all have their ethical codes. Why shouldn't the various lines of business have theirs? Why isn't Rotary the logical place for the development of the ethics of business and the codes of ethics for the various lines of business? This promises to be one of the most important matters for consideration at the Houston convention. Give the committee the benefit of your ideas. Address, Robert Wilson Hunt, Sioux City, Iowa, U. S. A.

"Go to Church Sunday" and Its Origin

By Harvey E. Weeks

Manager Bond Department, The Woodruff Trust Company of Joliet

(This is in my opinion the most important article that has ever been written in connection with Rotarianism. That the training and inspiration of a Rotary club should be given credit for the inauguration of the GO TO CHURCH movement will awaken the whole world to a realization of the greatness, the power and the altruism of Rotary. Former President Weeks of the Joliet Rotary Club has done a praiseworthy service for Rotary as well as for the church and for mankind.—C. R. P.)

GO TO CHURCH—these three words have passed from the lips of thousands, yes, millions of people since November 9th, 1913. The GO TO CHURCH idea conceived by the writer and carried out by the people of Joliet on November 9th has grown and developed in such a remarkable and wonderful manner that today it is international in its scope. It is true that the maxim of Rotary, "He profits most who serves best" is generally considered more applicable to religion and things spiritual than it is to business and commercial activities, but if the same degree of efficiency could be attained in applying this principle in religion that has been obtained in Rotary it would revolutionize interest in church work to such an extent that it would cause the people of the whole world to open their eyes in astonishment and admiration.

Wonderful ideas and thoughts are given to the world every day but on account of the lack of execution they die as quickly as they are conceived. I am perfectly frank in confessing that if it had not been for the valuable training and experience which came to me as president of the Joliet Rotary Club, when conducting the Rotary Business Show and Efficiency Congress in Joliet last year, it would have been impossible for me to have carried out the idea of the GO TO CHURCH day.

But I could readily see and understand that the same efficient and businesslike methods used in conducting our business show would apply in church work as well as in business and with this thought in mind I perfected plans for organization along the same intensive lines used by our Rotary club, and the result was very successful.



Since November the 9th, when the people of Joliet demonstrated that the GO TO CHURCH day was practical, efficient and beneficial, the plan used in Joliet in bringing people into the church through business methods and systematic advertising has been carried out by cities all over the United States and at the present time the movement is sweeping over Canada, Great Britain and Europe. Is it not interesting to know that since November the 9th over five million people who were not in

the habit of attending church have been brought to places of divine worship by means of the GO TO CHURCH day?

The Associated Press sent out a report on the Joliet GO TO CHURCH day to towns and cities all over the United States and the New York World, Boston Transcript, Kansas City Star, Los Angeles Herald, and all the Chicago papers when commenting on the GO TO CHURCH day held in Joliet suggested the plan was needed as much in the large cities as the small ones. Moreover they stated that the idea was such a good one that they would give all the publicity needed to advertise such a day in their respective cities, absolutely free of charge, providing the church people would carry out the plan. The result was that practically every newspaper in every town and city in the United States followed the example of the large city papers and today we can look back with pride at the wonderful results that have been accomplished in every town and city where the plan has been tried. The usual attendance at houses of worship has been increased in most cases over one hundred per cent on GO TO CHURCH Sunday and from records and reports sent to me from all parts of our country

the attendance in towns and cities where the plan has been tried has shown a *permanent increase* of from 20 to 50 per cent.

We know that in the heart of every man is the desire to do good and instinctively every man respects and loves the church but for various reasons and on account of our economic system he becomes so engrossed in his own private business and in secular affairs that he forgets the early teachings given to him by his mother in relation to the church and his God.

With this thought in mind, we set out to interest him in the church by the same methods you would use in business. We advocated publicity for the churches and prescribed advertising campaigns for them; in fact during our GO TO CHURCH campaign we used slides in moving picture shows urging people to go to church, we passed hand-bills, used bill-boards, buttons, tags and everything conceivable that would keep the churches before busy men and women, the same as a manufacturer would do in trying to interest people in his product.

We had all the church-goers of our city as an organization to start with and then through personal solicitation, a house-to-house canvass and through the columns of the newspapers given to us free by the press of our city, we succeeded in bringing more people into the churches of Joliet than had ever been there before on a single day.

Besides accomplishing what we set out to do, that of increasing church attendance, we also did something which to me means as much if not more than increasing church attendance and that is we brought all the churches of Joliet together and united them in an organization where members of different creeds worked hand in hand to accomplish the desired results. If the GO TO CHURCH day does nothing more it fully shows and demonstrates that we are all God's people and that the spirit of brotherly love and friendship so pronounced in Rotary is exerting a most wonderful influence on every phase of human life and human activity.

Fundamentally all the churches stand for the same ideals but it is the non-essentials about which they so often disagree that keep the church from attaining the high degree of efficiency that will eventually be reached when the spirit of Rotary is more fully under-

stood and carried out throughout the entire world.

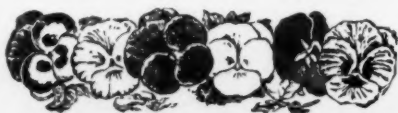
In this practical age we can not afford to overlook the weak points in our religious system. While we all know that all the good things with which we are blessed may be attributed to the teachings of Jesus Christ, has it ever occurred to you that the church is as yet possessing only a small percentage of the advantages that are possible if the church would do its whole duty?

A few nights ago at a Rotary club meeting in Joliet, I listened to a most interesting address by a man who has attained a high position as a statistician—a man who has been mentioned as a contestant for the Nobel prize in 1914. Based upon careful analysis and deduction, he stated, the system used in educating and developing the child of today is not over three per cent efficient. There is some doubt as to whether or not the same careful analysis and deduction would show the church as a whole to be even three per cent efficient.

And could a greater compliment be paid to the teachings of Christ than to point to what has been accomplished with so small a degree of efficiency and to what can be and will be accomplished when the church arises to a true sense of its obligations and possibilities. In a large degree the lack of efficiency in the church is due to the lack of efficiency in the individual unit and the Christian who does not go to church is a unit I am trying to get at.

You can only increase the efficiency of the church by church attendance and with this thought in mind the GO TO CHURCH day was inaugurated because the fundamental principles of business as given to us by Rotary could not but help increase the efficiency of the church as they increase the efficiency of every Rotarian who carries them into his every day life.

In conclusion I am very glad, as a Rotarian, to say that if Rotary never accomplishes anything more it did give to one Rotarian the training and experience that made possible the development of the GO TO CHURCH day which will undoubtedly go down in church history as one of the greatest and most powerful religious movements that has ever been inaugurated and carried out to a successful conclusion.





The American Sugar Refining Company, at New Orleans, can receive raw materials and ship finished products by anything from a wheelbarrow to a freight train, or from a rowboat to an ocean liner.

A Plea for National Waterways

By V. R. Currie

Member of the Rotary Club of Houston, Texas

(By the courtesy of the National Rivers and Harbors Congress of the U. S., we have been able to illustrate Mr. Currie's interesting article with some views of the country where we are all going at the time of the Rotary Convention.)

THE total receipts of the American railroads for 1911 were nearly \$3,000,000,000. The people of the United States pay out each year about three times as much in transportation taxes—that is for carriage of freight and passengers—as they pay in taxes for the support of their government, national, state and local, and this embraces revenues of the government from all sources, including customs, internal revenue, postal revenue, fines, excise tax, poll taxes and others too numerous to mention.

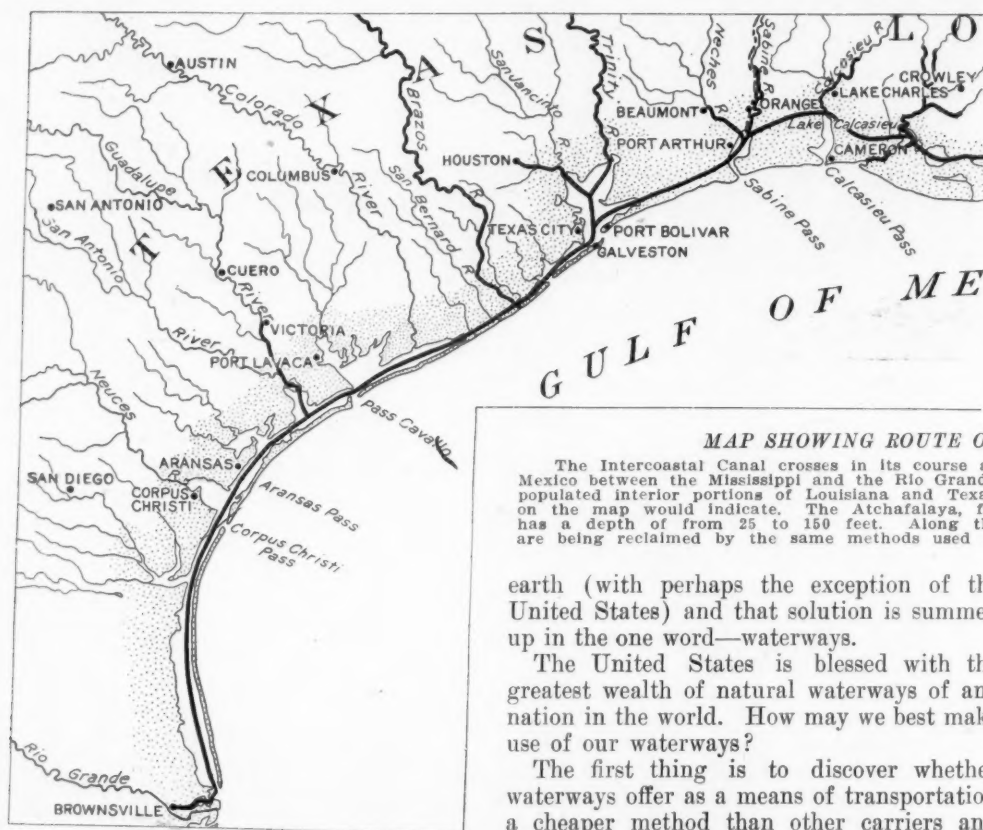
Actual figures show for 1907 an average citizen of the United States could pay every known tax of an average citizen of England, of France, of Germany, of Italy, of Spain, of Belgium, of Austria-Hungary and of the Netherlands, and then not be out much more in total than he pays each year to the railroads of his country.

Any concern's traffic department, be it ever so efficient, can do but one thing, and only one thing, and that is to take advantage of existing conditions. Your traffic manager, be he as valuable as may be, cannot change the rates. Nor can he do other than deplore the ever-present menace of car shortage. Car shortage is the profit-consuming, ever-present risk which cripples your factory because of your inability to secure your raw material, often leaving your finished product idle in your warehouse. The traffic

manager can, it is true, look sharply after classifications but even in this you are limited by the eternal law of supply and demand; and since the railroads are admittedly incapable of carrying over 65 per cent of the traffic offered, and the tonnage that is required for heavy and bulky cargoes is inexorable in its demands, the higher classes of freight must pay a much larger premium than would be required if our transportation facilities could be made to equal our needs.

The authority for this statement (none other than J. J. Hill, the former president of the Great Northern Railroad) was even too conservative in his statement when we consider the price of coal at points remote from the mines, when we view the overwhelming losses sustained each year on food-stuffs and other perishable goods that, because of car shortage and other congestions, are unable to reach the markets and are a total loss despite the soaring of prices that enable them to stand almost any transportation tax.

The railroads are doing all they can. The strides that are being made in that direction are indeed marvelous and reflect nothing but credit. However, it is estimated that it would take an investment of over \$8,500,000,000 to build and equip railroads for present needs. This unthinkable sum is not to be had, even though every road in the



MAP SHOWING ROUTE OF

The Intercoastal Canal crosses in its course all Mexico between the Mississippi and the Rio Grande, populated interior portions of Louisiana and Texas, on the map would indicate. The Atchafalaya, for has a depth of from 25 to 150 feet. Along the are being reclaimed by the same methods used in

earth (with perhaps the exception of the United States) and that solution is summed up in the one word—waterways.

The United States is blessed with the greatest wealth of natural waterways of any nation in the world. How may we best make use of our waterways?

The first thing is to discover whether waterways offer as a means of transportation a cheaper method than other carriers and if so, how much cheaper; and further, do they, at the same time, present a means by which the present congestion and ever-growing commerce of the United States can be met? Still further, these things being true, do they specifically affect your profits, your labor cost and other expenses and the area in which you procure your raw material or distribute your finished products?

These things will not be hard to prove to your satisfaction, for the reason that the proof is more than abundant. We have on good authority facts that prove conclusively that thousands of tons of raw material are now being shipped on waterways at a rate per ton which figures 30 miles for a cent—300 miles for a dime and 3,000 miles for a dollar, while at the present average rail rate on the same class of cargo you can ship for your dollar not 3,000 miles, nor yet 1,000 miles—but in fact only 133 miles.

Coal has been carried from Pittsburgh to New Orleans for $\frac{1}{4}$ of a mill per ton-mile and last year Great Lakes vessels passed through the Soo canal carrying over 72,000,000 tons, including much high-class freight.

country strained to the utmost its every asset and paid all money into a common treasury. Nor is this all, for even though this impossible sum could be raised, the material could not be had, and the labor would be hopeless. And even if the money were at hand, if the material were distributed in the gigantic masses where needed and if the necessary men were on the ground—the actual time that would be necessary to do the building would be so great that long before it was completed the commerce of the country (if it grows, as it most certainly will, in as great or greater ratio as it has in the past), would have so far outstripped the builders as to have, upon the completion of the work, a condition relatively as congested as it exists today.

This brings us down to the point of what are we to do—what is the solution? This is the question—this problem of transportation—that the students of public affairs have long recognized as the basic problem of all prosperity.

There is but one solution—the solution recognized by every civilized country of the



THE INTERCOASTAL CANAL.

the bayous and rivers which empty into the Gulf of and so affords direct connection with the more densely Most of these streams are much larger than the tracing instance, is navigable throughout its entire length and completed portions of the coast great quantities of lead Holland.

This was carried an average distance of about 830 miles and at an average charge of about $\frac{2}{3}$ of one mill per ton mile. If this vast amount of freight had been sent the same distance by rail at the average charge for railway transportation, it would have cost \$411,000,000 more than was actually paid for its carriage by water. As a large portion of this lake traffic consisted of ore, coal and other raw materials, the comparison with the average rail rate may not be strictly accurate because the latter may carry a larger proportion of high class commodities, but if we cut the amount in two, the saving on the business of Lake Superior alone for a single year amounts to \$205,500,000. As the entire expenditure on all the lakes amounts to only about \$116,000,000, it must be admitted that the saving effected constitutes a very satisfactory dividend upon that expenditure.

Figures from the government prove that not only is there an enormous tonnage carried but that the actual net saving by the shippers, compared to the respective rail rates of the roads in competition, is each year over \$550,000,000. Incidentally this net return for any one year on the comparatively few adequately improved rivers, harbors and canals is more than is needed to give this country over 50,000 miles of dependable, connected channels.

The average speed of all freight trains throughout the entire country is considered to be about ten miles per hour and in congested districts only about seven miles. The steamboat easily makes from twelve to fifteen

miles per hour and there are no sidetracks.

Capacity of load on waterways is practically unlimited. Every now and then the steamer "Sprague" of Pittsburgh goes at a lively clip to New Orleans, carrying tow barges containing acres of coal. The banner trip was 57,500 tons. It is not unusual for steamers to bring into the Cincinnati market 265,000 tons of coal within a week. To move this quantity by rail would require 5,896 cars of 45 tons each, made up into 196 trains of 30 cars each drawn by as many big mogul engines. No railroad, however well equipped, could perform this service inside of sixty days without excluding all of its regular traffic, to say nothing of its inability to handle such a quantity of traffic at either of its terminals.

This illustrates the unlimited capacity of waterway transportation. What we need and what we must have is a truly national reach of waterways, forming a systematic, connected chain with no weak links, but each an efficient part of the whole.

The great men behind the waterway movement and the organization which I shall mention presently, are not antagonistic to the railroads, but recognize the fact that the productivity of the country has outgrown the capacity of the railroads to handle traffic. It is necessary, therefore, to bring about proper co-operation of rail and water transportation in place of present day cut-throat transportation. The time must come that the development of water lines will be recognized in this country as it is now understood in European countries as the open door to broader industrial expansion and greater prosperity. It is being proven over and over again that wherever a waterway is made navigable and dependable the year round, rail lines are not hurt, but really benefited.

Frankfort, Germany, grew more in twenty years after the River Main was canalized in 1886 than it had grown in the 1500 years before. There is a railroad on each side of the River Main, all the way from Frankfort to the Rhine. This improvement did not result in placing the railroads in hands of receivers. On the contrary, ten years after the channel was improved their tonnage was twice as great as it had been when they had a practical monopoly of all the business of Frankfort. The improvement cost \$1,750,000. Nearly \$18,000,000 are being spent now on a new and much greater harbor and the railway administration has been compelled to spend eleven million dollars to



Port Arthur, Texas, located on Sabine Lake, became a seaport when a private company built a canal free of cost. Some two million tons of freight, consisting principally of petroleum and its products, cotton,

enlarge the terminal facilities to take care of the share of business which has come to it.

The city of Hamburg, Germany, on the Elbe river, is nearly one hundred miles from the ocean but with the improvement of the river channel and the expenditure of large sums in the creation of terminals Hamburg, which was practically nothing but a fishing village on the banks of a shallow muddy stream in 1866, is today disputing with London, Liverpool and New York City the honor of being the greatest port in the world.

When Robert Fulton claimed that he could send a boat upstream without sails someone said that if Fulton actually did it, he, the speaker, would eat a stewed whale for breakfast. Anybody who says a deep water channel and a great terminal in Houston will be of no advantage to that city is quite as unwise and mistaken as the gentleman who thought that he would eat a whale in case the first steamboat did what was claimed for it. There is even this difference—the steamboat was absolutely a new thing; people had reason to doubt it; there never had been any steamboat anywhere in the world at that time. The Houston Ship Channel will be a new thing for Houston, but the world is dotted all over with cities that have become great by their development as ports.

There is no doubt that the United States will after all, reap the largest benefits from the Panama Canal. Pacific Coast grain and lumber will secure a vastly shorter route to Europe; Southern cotton to the Orient; Eastern coal to Panama, Central and Southern America for both bunkering and industrial use; Southern lumber to these countries

and the Orient; iron and steel products and general manufactures to the entire circle of markets surrounding the Pacific.

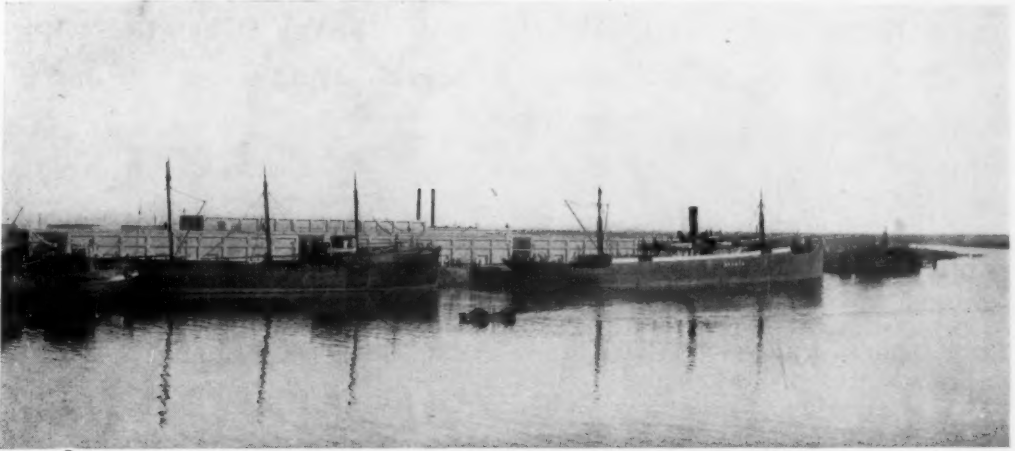
Along each of the new ocean routes and at their diverging termini are a score of seaports that the canal will bring nearer to our shipping points. Behind each of these ports are scores of cities to which our manufactures will thus have improved transportation facilities and resultant broader demands.

The South today is offering great opportunities in the development of its manufacturing and exporting interests. The opening of the Panama Canal will mean a great advance, for the Southern ports will have the advantage over Great Britain and Germany in manufactured products, so far as distance of trade routes is concerned for they will be near the ports of Central and South America and the Orient.

In preparation for the opening of the Panama Canal the Pacific Coast ports have planned an expenditure of a hundred million dollars on improved harbors, terminals, lowered and new grades, which shows that they expect some return.

The United States government is appropriating an average of about \$40,000,000 yearly for waterway improvement. Formerly these appropriations were made every three years and in much lesser amounts.

In 1901, one of our Senators from Montana talked a \$56,000,000 Rivers and Harbors Bill to death. This was a severe blow to the friends of waterways and was the direct result of the organization in October 1901 of the National Rivers and Harbors



25 feet deep which gave access to the Gulf of Mexico. In 1906 this canal was transferred to the government, lumber and general merchandise, and valued at almost \$50,000,000, were handled here last year.

Congress. The following year, Congress passed a river and harbor bill carrying \$65,000,000, the largest ever enacted to that date.

In 1906 interest in the National Rivers and Harbors Congress was revived and it has been a busy and active organization since. For eight years prior to 1906 appropriations amounted to \$141,674,299; from 1906 to 1913, \$274,338,228, an increase of \$133,663,929.

The National Rivers and Harbors Congress says nothing either for or against any

individual project. Its slogan is "A Policy—not a Project." It is conducting a nationwide campaign of education in favor of the systematic and comprehensive improvement of all harbors and waterways of the country. It has a membership covering every state in the Union. The work of the organization is carried on solely by dignified, legitimate and honorable methods, in the holding of conventions, the sending out of thousands of letters to the press of the country, and the publication of pamphlets and magazine articles.



One of the million-bushel elevators and some of the ships which handle Galveston's grain trade.

Business Training at the University of Wisconsin

By R. J. Neckerman

Member Rotary Club of Madison

THE University of Wisconsin has often been called the Utilitarian University.

It is probably true that this institution has done more in a big way to direct education to a specific end than can be credited to any other university. Since its organization it has offered special training for farmers. Departments were added later to prepare men in law, pharmacy and engineering. In spite of the progressive tendencies of the institution nothing was done to supply prospective business men with a business education until 1900 when a so-called "school of commerce" was organized.

The history of the training of business men at Wisconsin is the story of the everlasting battle between *progress* and *precedent*. Faculty prejudice has fought every step of its development. It was only because investigation proved that a number of the best high school graduates were foregoing the advantages of a college course because they could not obtain the sort of training they desired that the commerce department was established in an endeavor to make a four year undergraduate course, parallel with the other four year courses leading to degrees, which would do for the prospective business man what the four year courses in agriculture, engineering, law and pharmacy were doing for the men who were planning to enter these lines as vocations.

The opposition to the development of collegiate business training by the arts and science forces in the faculty continues to the present time. Even now beginning courses in accounting and business administration are not allowed to be counted toward the bachelor's degree. These studies have to be taken as extras for which the student is given no credit toward graduation.

It must be admitted that during the first four or five years the commercial course was weak and offered little to the student who was anxious to get a business education. This was due to the unsystematic arrangement of the course and the difficulty in finding suitable teachers. The commercial students realized fully the difficulties of the situation. Within a year after the organization of this course they formed among themselves a commercial club which immediately became so

active in advertising itself that the other departments in the university were compelled to take notice. One of these students was Julius F. Derge. No one connected with the university during the period from 1902 to 1904 failed to know that Derge and his commerce club associates were doing things to benefit the school, and in a manner more business-like than had ever before been displayed by an undergraduate body. This commercial club is still active.

But the school of commerce had two big assets in William A. Scott and B. H. Meyer. Professor Scott has been the director of this department since its organization and Professor Meyer resigned upon his appointment as a member of the inter-state commerce commission. These two men were efficient organizers and accomplished much in spite of the odds against them. In 1904 the faculty of the commerce course was greatly strengthened by the appointment of Stephen W. Gilman as an instructor in accounting and business administration. His dynamic personality infuses real human interest in his students. His courses may be called by other names but they are really lessons in efficiency. Three such educators as Scott, Meyer and Gilman compel intellectual development.

The underlying idea is for the student to grasp the significance of his own prospective business in all of its aspects and to understand it in all of its relations. The curriculum at present includes commercial mathematics, physical and commercial geography, economics, history, applied and practical economy, commercial law, commercial products, bookkeeping and accounting, business practice, foreign languages taught with a view to their actual use in commercial life, marketing methods, industrial management, credits and collections and practical advertising.

It is the hope of Dr. Scott to develop the last four studies mentioned into full four year courses. Statistics show that seventy per cent of the students drop out before the end of the second year. The reasons are numerous. So it is planned to establish one and two year courses for those who are unable to complete the full four year course.

The Art of Advertising an Actor

By Edmund Breese

(Mr. Breese is a leading member of the American dramatic profession and recently was elected an honorary member of the Rotary Club of Buffalo. At the conclusion of Mr. Breese's address to the Rotary Club of Indianapolis, former Mayor C. A. Bookwalter of that city said: "This talk was the most pleasing, delightful insight into the tricks of advertising in the theatrical world that could possibly be offered to any audience.")

MR CHAIRMAN and brother Rotarians: You don't know with what satisfaction I come as a listener to the sound of "Brother Rotarians." It makes me feel as if all the letters that go to make up those two words were scattered in different parts of my body, and at the command of my mind they come stumbling to my throat and form themselves into regiment syllability and then bursting forth in my mouth with a certain clearness sound, "Brother Rotarians."

I want you to understand how enthusiastic I am about this. This is the first opportunity that I have had to make a few remarks to the Rotarians since I have been a member. I had an opportunity of writing a letter, but I haven't had the chance of telling you orally how I appreciate the honor that was conferred upon me by the Rotary Club of Buffalo.

Perhaps I should tell you how I became a member of the Rotary club. Just prior to my going to Buffalo I received a telegram from New York City from my advance man—and you know how brief telegrams can be—that I was to be the guest of honor at a luncheon that was to be given by the Rotary Club of Buffalo.

Now, when an actor gets on his feet he is supposed to say or do something, but I had no cue. "Rotary Club of Buffalo" meant nothing in particular to me at that time because I knew nothing about the Rotary movement. I said to myself, "What shall I say to these gentlemen? What shall I do to entertain these gentlemen at the Rotary club? Shall I sing? Shall I dance? Shall I tell funny stories? Shall I argue about religion? Or will it be a political debate?"

Rotary club was foreign to me. I didn't know whether it was an automobile club or a band of rovers, or perhaps a new tango dancing society with a special rotary movement. I didn't know what it was.

However, when I arrived in Buffalo the

very first thing I saw on the Statler Hotel was the emblem of the Rotary club. It was a round wheel that looked like an automobile wheel with a Buffalo in the center. I said, "Ah, I have it! It is the Buffalo Automobile Club. Well, that will be simple. I am a member of the Automobile Club of America and I can tell them things pertaining to automobiles,—how we do in New York City about the running of our club and perhaps make it interesting."

I thought I might tell them about my first automobile. Some years ago when I bought my first second-hand automobile—nickle down, a nickle a week—it was the means of giving a great number of friends a huge laugh. I remember they called it the "Juggernaut." But I called it "Egbert." This was a terribly funny car. I will have to describe the car to you,—it had a little low body—I want you to get the car exactly as it was—the four little, funny wheels looked like carriage wheels with hard rubber tires and the body was built extremely high with a little, low dash-board. It was very top-heavy and looked like an invalid chair on wheels or on stilts.

One day my automobile—I mean my "Egbert"—was standing in front of the Lambs Club when a friend said, "Ed, who is that out in your car?" I replied, "No one." "Why, yes, there is somebody sitting out there in your Juggernaut." I went outside and sure enough there was a gentleman sitting there reading his newspaper with his feet up on the little, low dashboard. I went out to the curb, looked up at him and waited a few moments. Finally I said, "Well?" The gentleman dropped his newspaper. I waited. Finally I said, "Beg your pardon, what are you doing in my automobile?" He looked perplexed. He said, "Is this an automobile? Pardon me, I thought it was a bootblack stand and I was waiting here to have my shoes brushed." Now, can you get an idea of just exactly what that car looked like?

Well, I started to tell you about the Ro-

tary club and how I became a member. I suppose I had been in Buffalo just a half a day when I received a letter from Mr. Chown, who is the secretary there, telling me of the meeting and what time I was supposed to be there. I noticed on the Rotary stationery that there was a different emblem. It represented a cog wheel. I didn't know what in the name of sense this club was, and strange to say, in the Statler hotel the two gentlemen behind the desk, who were supposed to know everything in the world, were not able to give me a definite understanding of what the Rotary club was.

So in sheer desperation I called up Mr. Chown. He explained to me the true meaning and spirit of the Rotary club and when I got up the following Thursday afternoon, I told them just exactly how much I appreciated the club and what a splendid meeting it was. As I understood it, it was a club formed of gentlemen representing all the different walks and businesses of life; and as I can recall it now, I said this: "Encircling the different enterprises, it is too bad that in a Rotary movement you did not include an actor, because then your wheel might have been complete."

Now I think it was due to the strength of those few words I uttered that caused me, two weeks after, when I was playing in Toronto, to receive a letter from the Rotary Club of Buffalo telling me that I had been unanimously elected an honorary member; and I received this emblem I had so much trouble with. And, gentlemen, that is how I became an honorary member of the club. It is a case of "cast thy bread upon the waters, and it returns to thee ten-fold." I cast a little remark upon the waters at Buffalo and it returned to me, bread and buttered on both sides.

Let me tell you, as I told the Buffalo Rotarians, that the acting profession is a business, and the moment an actor fails to remember that it is a business, he is a failure.

The theatrical world is divided, we might say, into two armies,—the actors and the managers, art and money. They are often at odds with each other, that is, collectively not individually, but they are both necessary to each other. They are both working for the same point, that is, to interest the public and get money. Art supports money and money feeds art. The hardest thing that the theatrical manager has to do is to promote his art, to get the goods before the public in an appetizing manner; that is the

thing he has to do outside of selecting a good play.

For instance, you take a merchant. When he has a certain line of goods or an article he wants to introduce before the public, he does it with the understanding that that article or that line of goods is going to live forever. Not so with the theatrical manager. It is not so with the introduction of plays. After all, the very best plays have only a life of six years, two years in New York, two years on the road and two in stock. A year or two for an untried play is unknown. If on the first night the audience puts thumbs down on a play and says it is no good, all the advertising in the world, nor Rockefeller's millions, couldn't make it a success; that is providing the audience has said it is worthless. Just the critics coming out and criticizing a play severely doesn't mean so much. It may stop our sale a day or two, or something of the kind, but if we have got the goods our play will succeed just the same, as we have proved many, many times.

In the "Lion and the Mouse," which some of you fellows know of, there were only four favorable criticisms in all the newspapers in New York City, yet there has never been a play that stayed in New York City as long as the "Lion and the Mouse." So you see what effect the adverse criticism had upon the public in that particular play.

Now then another thing is that when you gentlemen have an article that you want to put before the public you either dignify or individualize that article with a trademark. Well, it is not so in our business. It is up to the actor. We haven't any trademark. The only trademark an actor has is his name and that name fluctuates just like stocks on Wall street. If an actor happens to have a good part in a successful play he is heralded as a good actor but if that same actor has a bad part in an inferior play he is just simply "rotten."

The only play I know of that has ever established a trademark is "Charlie's Aunt." Perhaps some of you recall "Charlie's Aunt." Before that play was produced in New York City the only printed commentary was "it makes a cat laugh." That created a lot of curiosity. The people saw that grinning cat on the bill-boards and they wanted to know what would make a cat laugh. By some hook or crook, just previous to the performance, they found that the play, "Charlie's Aunt," that was being produced was responsible for the broad grins on the feline's face, so out of

curiosity, they went to the new play and paid their good money. When they came out they all agreed with each other that "Charlie's Aunt" was funny enough to make a cat laugh, and that is going some. You can all make a dog laugh, but did you ever see a cat laugh?

That was the true idea of that piece of advertisement, "to make a cat laugh." Well, the consequence was that it became a trademark for that play, and to this day, if New York was posted with that smiling cat, people would not need to see anything else, but all would say, "Well, 'Charlie's Aunt' is coming to town." That is the only play I can recall that has ever had a trademark.

Now managers have various ways of introducing the individual actor to the public. When Mrs. Patrick Campbell first came to this country they had a very novel way of introducing her. Her publicity man started the report in the newspapers here that Mrs. Patrick Campbell was sensitively nervous, having such sensitive nerves that any disturbance during the day, or the least noise, would upset her equanimity to such an extent that she couldn't perform or give a creditable performance that evening. So, in order to offset that, he would apply for a permit to have the streets surrounding the hotel where Mrs. Patrick Campbell stopped covered with tan bark. The moment he got into a town he would go to the authorities and apply for this permit and believe me, there was one mayor out in Nebraska that was foolish enough to fall for that stunt; only one, but whether they got the permit or not, it was in the newspapers. The people saw it, their curiosity was excited, and they paid their money to go to see this wonderful woman with these sensitive nerves. After that among the theatrical people Mrs. Campbell was always classed "the lady of the tanbark."

Now another stunt that was pulled off was when Anna Held—I am picking these one or two, because they are interesting ones,—when Miss Anna Held was first introduced in this country. I don't know whether you remember it or not but there was common talk of Anna Held and her milk baths. Her publicity man caused to be published in the newspapers that Miss Anna Held, by the advice of her physician, was not allowed to take baths in plain water because of the delicate fibre of her flesh and the only thing that she could bathe in was pure milk.

The newspaper boys got together. They had had a lot of things pulled off on them and they were a little doubtful and dubious. They

got together one day and sent for this publicity man, and they said: "Now see here, sir, see here, Worem, we don't believe this story. This is a damn lie." He said: "Is that so, well I'll prove it to you. Will you gentlemen go to the hotel? It is just about time for Miss Anna Held to take a bath. Will you come up?"

"Yes, sure we will," was the reply.

He grabbed his hat and called up this hotel in New York City, got the manager and said: "Go up and get about a dozen cans of milk. I am coming with a body of newspaper men." Then he went back and said: "Well, gentlemen, are you ready?" They went to the hotel and up to Miss Anna Held's apartment. There was her bathtub filled with beautiful, pure, white milk. The men all stood aghast.

I suppose that the cleverest piece of newspaper work of that kind was done by a past master in the art, Mr. Mark Lucher, who is, by the way, the senior member of the firm that has exploited me. Mr. Mark Lucher and Mr. Louis Burbank, both young men, some few years ago took over a contract with a New York theatre roof garden company for evening entertainments, a new idea at that time. Now in order to get a good house for the first night which is absolutely necessary for a new theatre, they had to get something that was entirely new, something that the people of New York City had never seen before. Of course, the majority of people there had seen all the particular headliners that were being posted there. There was nothing new to them. They had to have something new. Those boys thought, of course, of some European star.

At that time Harry Lauder and Gaby Deslys had never been to this country and we knew nothing about them, so they commenced to open negotiations with one or the other to get them over here. They found that they would have to pay them an enormous salary to come to this country, guaranteeing them from seven to ten weeks, paying passage both ways across the ocean and then aside from that, there was a tremendous outlay for advertising. These two people were unknown here. Then the question arose, would they make good? Well, of course, they couldn't tell anything about them until after the first night. These two men hadn't the money to take the chance, so they started out to find some economical scheme.

Mr. Lucher attended every vaudeville performance in New York City for weeks—shows good, bad, little and big. He watched every act

on the bill from beginning to end and tried to figure out on each different act some peculiar advertising scheme that he could attach to this or that individual that would bring them to the public eye in an attractive manner. Finally, in one little theatre he saw an ordinary looking American girl doing a simple dance during the supper hour. The supper hour is the very worst hour on the bill; it is the time the least number of people are in the theatre. He decided that that dancer should be the victim. This girl was getting perhaps in the neighborhood of \$25.00 a week, not any more than that.

Mr. Lucher engaged her for a long term at a small salary and turned her over to an American dancing master with instructions to teach her some few simple dances that she could get quickly. Then during the girl's tuition which lasted for perhaps a month, Mr. Lucher got busy with his advertising campaign. He caused the report to float in New York City, by medium of the newspapers, that there was some wonderful star in Europe known as the "Girl of the Red Domino" that was setting Europe by its ears. She was a wonder, was dancing before the kings and queens, the crowned heads and the rulers of Europe. He had pictures in the papers and in the magazines of a girl dressed in Italian red with a red mask on her face. It excited people's curiosity,—the newspaper men were aroused as well as the public.

All this time the girl was being instructed in America and when his campaign was well under way he then sent the girl with an attendant or an agent to Paris, allowed her to stay there a couple of days until she appeared in the Paris papers, then he brought her from there over to London, landed a story in the papers there, and then she started for America. Immediately the New York papers came out in scare lines: "The Girl of the Red Domino, the favorite of all Europe, has left London amidst tremendous applause and excitement." Now as a matter of fact the people in London knew nothing at all about her.

The wireless telegraphy got busy. The news came in daily about the nice things that the young lady accomplished on board the ship from morning to noon and noon to night, all the way until she reached the lower bay in New York City. A boat filled with the newspaper men rushed down the channel to get an interview with this young lady, to get her first impression of New York City,

with its sky line and its Statue of Liberty. Then the landing at the dock, the excitement of her various trunks and costumes, the trip from the dock up to the hotel, she flying like a streak in automobile with a special permit to have it go as fast as she could, all these newspaper men following in taxis wanting to get her first impressions and her comparison of the New York hotels with the various hotels she has stopped at on the continent.

Then came her trip from the hotel to the theatre and her first impression of an American theatre. Then the opening night. Now the question was, after all this wonderful publicity (because the papers had eaten this stuff up) would the girl with the red domino make good? Of course, there is always an element of luck in that.

Well, she did make good. The act was a very simple one but a particularly novel one. Perhaps, you have seen the girl all dressed in red, with a red mask on her face. Mind you, the place was jammed to suffocation with people. She stood in the middle of the stage and danced, and right at her back were about twenty-five or thirty oblong mirrors. Now as the girl stood in the middle of the stage and danced, every movement that she would make was reflected to the audience as many times as there were mirrors and it was something entirely new. It struck the audience at a psychological moment and every one simultaneously showed his appreciation by tremendous applause; and there in twenty minutes a little obscure, comely American girl was promoted into being a gigantic European star. That, gentlemen, was the best piece of newspaper work, the best stunt that has ever been put over the newspaper men in New York City.

I suppose that the theatres get more free advertising than any other business in the world with the exception of baseball. The baseball men never pay money to advertise but they get columns of publicity. The theatrical men of New York City spend on an average of twenty thousand dollars a week in the newspapers alone and I have heard that if it were not for some of the theatrical advertisements in lots of small papers they could not exist. Of course, you gentlemen, in the commercial world, have outstripped us, outdistanced us. We used to use street signs in our pictorial work, but now you men in the commercial world have outdistanced us in that; but you mustn't forget that you owe the major portion of that

idea of advertising to that wonderful showman, Mr. P. T. Barnum. He was the first man to say, "It pays to advertise." He was the first man who coined those few words "Read as you run" ads and he was the man who invented those ugly signboards that we see scattered all over the streets and which you gentlemen of the commercial world use in such a wonderful manner.

Now I suppose I have reached about the end of what is my maiden speech as a Rotar-

ian. I don't know whether what I have said has interested you or not, but I want you to understand this, that it has been said with a true Rotarian spirit and that I am thoroughly imbued with it. It is most gratifying to me to know that this wonderful revolving wheel has gathered me in its meshes and I sincerely hope that, in all its forward and backward and skidding movements, I will always be found clinging firmly to the rim, with the tenacity of a bull dog holding on by its teeth.

How the Rotary Clubs of the United States Stand on the Liquor Question

OMAR KHAYYAM, foremost exponent of the souse doctrine, would not find Rotarians very congenial companions, we fear, should he meet with them "underneath the bough" of fifty or more cities of the United States and the consumption of his "jug of wine" probably would be startlingly individual.

Such a conclusion is reached after studying a poll recently taken on the stand of the Rotary clubs of the United States regarding the serving of liquors at luncheons and dinners. At the request of one of the eastern clubs of the United States, postal cards were sent out to the various club presidents asking for data on this subject. The answers showed that a great majority of Rotarians are abstemious—at least at luncheons and dinners—although few clubs have any rule prohibiting the serving of the succulent cocktail, appetizing highball or foam-capped schooner. In fact, Ganymede would have a poor chance getting a job of pouring nectar at a Rotary session.

The postal cards, sent out by the International Secretary, contained the following questions:

Is liquor served at your luncheons?

Is liquor served at your dinners?

If not a part of the meal, are members allowed to order drinks privately?

Has your club taken any definite action on the question of serving liquor at luncheons and dinners?

Fifty-five of seventy-two clubs of the

United States replied and submitted the desired data. The answers to the four questions can be summarized as follows:

Is liquor served at your luncheons? All but four of the fifty-five clubs replied "No." Three of the four answers not given in the negative were "occasionally," "sometimes" and "very rarely." The other club holds no luncheon meetings.

Is liquor served at your dinners? Thirty-six of the fifty-five answered in the negative. The majority of the nineteen clubs that did not respond with a "No" stated that drinking at dinners was a rarity and not a habit.

If not a part of your meal, are members allowed to order drinks privately? Only thirteen clubs submitted a negative answer and the great majority stated that individual tipping was an occasional and not a regular feature. Thus personal liberty, it seems, is neither restricted nor abused.

Has your club taken any definite action on the question of serving liquor at luncheons and dinners? Forty of the fifty-five clubs reported that no restraining orders had been passed. The constitution of one club prohibits the serving of liquor, the board of directors of another club decided against it, two clubs were considering a prohibition rule at the time the poll was taken and others stated that there was an unwritten law against the use of liquor at their meetings.

(We are indebted to the Rotary Club of Philadelphia for compiling and typing the data contained on the postal cards.)



The Cost of Doing Business

Applicable to All Classes of Jobbing and Merchandising

By J. F. Shelton

Member Fort Worth (Texas) Rotary Club

BEFORE marking up the selling price on any article, see that the following *overhead* expenses for one year are properly prorated, or the proper percentage is added to the purchase cost and freight—then add your *profit*.

- 1—Figure interest on the net amount of your total investment at the beginning of your business year exclusive of real estate.
- 2—Figure rental on all real estate or buildings owned by you and used in your business at a rate equal to what it would cost if rented from others.
- 3—Figure in addition to what you pay for clerk hire, canvassers, extra labor and so on, an amount equal to what your services would be worth to others. Treat in like manner the services of any member of your family employed in the business not on regular payroll.
- 4—Figure depreciation on all goods carried over for which you may have to take a reduced price because of change in style, damage or any other cause.
- 5—Figure depreciation on buildings, tools, fixtures or anything else suffering from age, obsolescence, wear and tear; this may be more or less than the ten per cent many business men use.
- 6—Figure all fixed expense such as interest, taxes, insurance, water, lights, fuel, and so on, properly prorated for the period involved.
- 7—Figure all incidental expense, such as drayage, postage, office supplies, livery or expense of horses and wagons, telegrams and telephones.
- 8—Figure advertising expense, including all money spent for publicity and entertainment of customers in promoting sales.
- 9—Figure amounts given to charities or like causes (not for personal account) and subscriptions or assessments paid.
- 10—Figure losses of every character, including goods stolen or sent out and not charged, allowances made customers, bad debts, and so on; figure collection expense.
- 11—Figure any other expense not enumerated above.

- 12—When you have ascertained the sum of all the foregoing items, prove it by your books, and you will have your total expense for the year; divide this total by the total of your sales to get the per cent which it has cost you to do business.
- 13—Deduct this percentage from the price of any article you have sold, then subtract from the remainder what it cost you (invoice price and freight) and the result will show your net profit or loss on the article.
- 14—Go over the selling price of the various articles you handle and see where you stand as to profit.
- 15—In making selling prices at the beginning of the new year, take the total expenses of the old year and divide this by the total amount of goods sold during the old year (taken at invoice price and freight), and the result will be the per cent to add to invoice and freight to cover expense, then add your profit and you have your selling price.

The above is also applicable to manufacturing. The writer, however, applies it in the following manner, so that he can know his losses or profits at the close of each day's business and on each job.

For example, we presume the overhead is \$24,000.00 per annum; it reduces itself as follows:

1 month	\$2,000.00 overhead
1 day (26 working days per month)	76.92 overhead
1 hour (9 hours per day)	8.55 overhead
40 men (producers) per hour, each at21 $\frac{3}{4}$ overhead

The above calculation brings the actual *overhead* down to each man per hour, and all work done by each man you simply add his salary to the *overhead* and you have the cost of manufacturing, plus the material.

Example:

1 iron stair as per specifications and plan (sold)\$150.00
 COST:—
 Labor, 135 hrs., @ 50c ...\$ 67.50

Overhead, 135 hrs., @ 21 $\frac{3}{4}$ c. 28.86	Labor, 135 hrs., @ 50c....\$ 67.50
960 lbs. iron and steel @ 4c 38.40	Overhead, 135 hrs., @ 42 $\frac{3}{4}$ c. 57.69
	960 lbs. iron and steel @ 4c . 38.40
Total cost\$134.76 134.76	Total cost\$163.59
Profit\$ 15.24	Cost\$163.59
Same job at same selling price, working half force, or 20 men:	Selling price 150.00
COST:—	Total loss\$ 13.59

Rotary—the Hague of the Business World

By P. G. Rennick

Member Rotary Club of Peoria

I AM asked to tell you, especially our guests, the purpose of this organization.

I will endeavor to be very brief for I have in mind that I have learned little in addition to that which Hugo taught me about "the miserable," though I have studied much along kindred lines.

After searching the libraries for great principles of free government, I read again with satisfaction the Constitution of the United States. Also, after I searched through pages and pages of philosophy and of law and humanitarian theses to find how men may be bound closer together and be made better citizens, I return to find all I sought in an old story which tells of the teaching, the work, and the life of a kindly man who made tables and benches and carts, and taught his disciples in Judea the meaning of love and friendship and equity. It might be then in speaking on the subject of the Rotary club that I could give you no more than would be conveyed by the plain declaration that Rotarians believe in service, fair dealing, good citizenship and friendship.

It may take more words to analyze the individual who is eligible to become a Rotarian but, as such, each member must stand for these four things at least. If we are to be useful, we must render the best service we can. I would repeat the word service. It is the *new law* which is the product of good thought and good conscience. Fair dealing is a part of good service and must continue to be a part of it. Good citizenship is a basic principle and a condition precedent to membership. In such an organization friendship should follow acquaintance. We deal not so much in phraseology but more in naked truth and action.

The man who cheats in the national game

of baseball is an outcast. No contestant in the modern Olympic games attempts to win by fraud. It is by skill and strength and training, and the building up of a mighty spirit that the athlete expects to win and does win. The same spirit should exist in business. There is no reason why modern business should fraternize with or countenance the cheat or the trickster. Men and enterprises should win because of service; and if they would excel all others it should be because of better service. Every man should strive to become more skilful, more capable, more useful to his employer, to the public whom he would serve and to himself, rather than to dwarf his soul and intellect and character by studying how to deceive and cheat. Service is the antithesis of trickery. In replying to the question why he succeeded, the most successful man of my acquaintance replied, "By furnishing the public with something a little better than common grade at a fair profit." That is, he won by better service.

It is possible for the Rotary clubs to foster the spirit of better service, square dealing and fair play, until there is established a fundamental principle for all business of the land.

In ancient days nations made war on one another, and the citizens of one nation counted the citizens of another as natural enemies. But railways and steamships and education have brought lands and languages into closer association. The result is The Hague tribunal of peace. It is possible that the Rotary clubs, as the ultimate result, may become The Hague of the business world—a parliament, teaching service and a full measure for the price paid; that they may standardize business principles so that no man may claim

to be a business man if he is less than honest or who would deceive rather than serve, cheat rather than educate.

No man or nation can be made moral by law. You cannot make a good community by a legislative act. There must be an awakened conscience and moral understanding behind the law. Likewise arbitrary business rules will not necessarily bring a high standard. There must be men of right principles to uphold them. When men are strangers neither is quite certain of the character of the other. When men are friends they need few rules to bind them to fair dealing. Then it must be that here, as in all associations of human beings, that friendship is a powerful element.

Friendship asks not so much as it is ready to give. It does not make beggars or hypocrites. Because a man is my friend is no reason why I should beat him out of his profit or his place but a good reason why I should do neither. I should, however, expect from him the best service he is capable of rendering at the least price he makes to anyone for the same service.

Rotarians know by personal experience or by hearsay the conflicts, strife, enmity, freeze-out, deceptions and shams that sometimes creep into business—and we are not on that side. They know that unfortunate misunderstandings arise between men because they are strangers, and we would therefore become acquainted with each other and with all men with whom we deal.

Rotarians know that men deal and confer to greater advantage and better purpose with their friends and therefore they believe in friendship for all fellow Rotarians and all good men.

Each local organization is composed of one member from each profession, business or occupation, with no mutual obligations save that each maintain his honor, be an active member of his club and a useful member of society. Rotarians assume the privilege or the duty of being good citizens and rendering good service. This organization is not based on selfish purposes nor formed as a mutual trading society.

In every movement or organization there must be a beginning. We have begun. Here around you is 80 per cent of the local beginning. We apply the rules of acquaintance and friendship here and to all brother Rotarians wherever they may be. We would know each other. We would become friends. We would learn and teach the real meaning of service. In applying acquaintance and

friendship here we do not interfere with friendships outside but on the contrary because of our membership here become more worthy of those friendships and more useful to our kind. We do not know how far we are going but we know the way. We know the way by the people we meet and not by the signs on the fence posts. The Rotarian desires to retain and merit the esteem and confidence of his fellows, of all those whom he would serve and make his friends and of himself.

Collectively we have no politics but individually each believes and advocates those political principles that suit him best and which in his opinion will be for the general welfare. As a body we have no religion but each man has his own and we tolerate all. Collectively we have no creed save that dictated by a clear conscience and a strong, honest manhood. We have no ritual but endeavor to keep constantly before us the best way and the honest way to solve all problems of the day and the hour. We strive to know and to learn of these problems from the source—from first hand if we can. Each man's badge is his name. It is just as good as he makes it. Our benefits are not paid weekly or monthly but every moment. They are not necessarily paid in cash but may come in handclaps and smiles and confidence and unswerving friendship. They are not strictly a determinable amount but grow greater the more they are used.

Each member should be loyal to his own business, his own home, his own community, his own state and nation and himself. The real Rotarian is sufficiently broad-minded to wish success to others and a square deal for the humble and the high. We have members under three flags and in all honorable employments, professions and business. We have no certain nationality and without prejudice we of this club can honor the Rotarian in Britain who proudly sings "God Save our Noble King" and the Canadian brother who sings in praise of the "Land of the Maple Leaf"; but by the same rule we ask and receive the courtesy and respect due us when we sing with patriotic fire "My Country 'Tis of Thee."

Fellow Rotarians, Do we believe in Service? (In enthusiastic and unanimous chorus, "We do.") Do we believe in Friendship? (We do.) Do we believe in loyalty to our homes, our community, our state and our nation? (We do.) Then I am glad I have not misstated the principles of this club. May we stand firmly by them.

How Rotary Principles Bring Results

A Syracuse Rotarian's Discovery and Development of an Ancient Musical Instrument

By Everett W. Snyder

ROTARIAN MELVILLE A. CLARK, the musical representative in the Syracuse Rotary Club, is coming into growing fame throughout the world by means of his energetic efforts to revive that noble instrument—the harp. While Mr. Clark is well known in Syracuse as the general manager of the Clark Music Company, of that city, he is perhaps better known as a concert harpist and the inventor of the Clark Irish harp which is so rapidly attaining universal popularity. His discovery of this little harp and its consequent production constitute quite an interesting and remarkable story.

It was some seven or eight years ago that Mr. Clark went to Europe to further pursue his studies on the harp under the European masters. His love of the harp eventually drew him to Ireland where this instrument has ever been prominent in song and verse. It was here he came in touch with an old Irish harp of the sort made famous by the songs of the poet Moore. He bought the instrument and on his return trip utilized his spare time mastering the little harp, and, as his fingers became accustomed to its strings, it gave forth tone qualities beyond comprehension, the same beautiful tone qualities, plaintive and inspiring, that have long been cradled in the fondest memories of Erin's sons and daughters. His interest now changed from a passing fancy to a noble inspiration and like the birth of a new day came the idea of the modern Clark Irish harp.

Mr. Clark is a true Rotarian. He possesses those attributes which go so far toward the attainment of success; those attributes about which the Rotary club rotates: progress, optimism, enthusiasm, energy. The little harp had lain for many years in absolute oblivion. It had never been touched by the hands of progress and had never been

forced to the front by modern enthusiasm. Before it could be properly revived it had to be properly modernized and to Mr. Clark and his Rotary principles thanks are due for this accomplishment. Modern scientific principles properly applied greatly improved the tone quality of the instrument; and the finish of the body was changed from a dull black bog oak to a beautiful transparent green birdseye maple. The harp was transformed from a crude thing to a work of art.

Then came the introduction of the modern Irish harp to the public. In the face of skepticism, doubt and indifference, the little harp gradually won its way to the hearts of music lovers. Skepticism was overcome with optimism, while doubt and indifference soon gave way to enthusiasm.

It has been said of Victor Herbert, the famous composer, that he has a most sensitive and critical ear. Sometime ago when Mr. Clark was first introducing his harp to the public, he was engaged to appear in concert with Victor Herbert's orchestra. Just prior to the concert he was in a small room adjacent to the concert hall and, thinking himself alone, took his harp and burst forth in a medley of Irish airs. Suddenly the famous composer stepped into the room and,

as his eyes rested upon the little instrument, a most bewildered and amazed look came over his face. He had thought that his own harpist was in the room playing upon his large *concert* harp. Mr. Clark later received a letter of commendation from Mr. Herbert, complimenting him heartily upon his achievement.

In the production of this little harp, Mr. Clark's purpose has been two-fold. He has striven to do honor to a noble instrument to which full honor is due. But better still he has striven to give to the public a musical instrument of all times capable of best expressing the fond little thoughts that lie



MELVILLE A. CLARK IN CARNIVAL COSTUME.

nearest the heart. The years to come will hear more of the heavenly music of the harp; will hear more of the very airs and songs, the simple things and folk pieces, which have done most and which are destined to do more than all else in tempering and refining the emotions of the human race, and this is

the music that our busy world most needs.

Not only has Mr. Clark done something to serve others and thereby shown himself a true Rotarian but he applied Rotary principles in overcoming skepticism and doubt and persistently and determinedly accomplished his success.

The Serial Story Contest

A Los Angeles Stunt for Cultivating Better Acquaintance

GEORGE L. RALSTON the "distinctiv-ity" printer of the Rotary Club of Los Angeles submits a stunt for the cultivating of a better acquaintance between members and a better knowledge of their business as well that ought to be tried out.

It is a Serial Story contest and because it awakens in the club members the same suspense as when you reach the "To be continued" line in the installment-plan novel of a magazine, should arouse a great deal of interest.

The stunt works out as follows. Suppose that there are 120 members in the club. A story of 1,200 words is selected. Cards, each containing 10 words of the story, are then distributed among the members. Card No. 1, of course, has the ten first words of the story, as "It was a beautiful spring night and Rosalie Jones was —," and the name of the member holding Card No. 2 so that the holder of Card No. 1 can go to him and find out whether Rosalie was brushing her teeth, combing her hair or addressing a suffragette meeting.

In order to complete the story and learn how the villain was foiled, the old homestead saved and whether or not the hero and heroine lived happily ever after the holder of Card No. 1 must visit each of the other 119 members. So the holder of Card No. 2 must first call on the holder of Card No. 1, pick up the thread of the story from his own card and then proceed to call on the other 118 members to reach "The End."

Mr. Ralston suggests that the following rules and hints be printed on the back of the cards:

"This card contains — words of a complete story.

"The balance of the story is distributed on — cards and one card is in the possession of each member of the club.

"To complete the story, it will be necessary to personally call on every member of the club, secure the word or words on his card and build up the story.

"This card should be left in the office of the member receiving it and the office help informed of its purpose, so that, a Rotarian calling to secure the word, it can be secured even if the member is absent. This will avoid a second call.

"The words hereon are the first (second, third, etc.) ten words in the story. (It will be necessary to give a clue or a guide something similar to the last line above, otherwise it would make the work of building up the story too difficult to interest any one.)"

One member calling upon another at his place of business to secure the words on his card should not exchange words, but insist that the call be returned. In this way only can a knowledge of one member's business be acquired by all the members.

A set of rules governing the contest can be prepared to suit the local conditions with the five paragraphs above as the opening ones.

By mixing up the cards before mailing so that they would not follow in alphabetical order and requiring the name of the member holding each word to be given with the word will flag any one from completing the story provided they recognize it before they have called on every member.

Prizes can be awarded according to the order of receipt of members' reports showing that they have completed calling on all other members and have reached "The End."

THE ROTARY CONVENTION IN TEXAS

will be educational, inspiring, entertaining, business-producing and health-restoring.

Business—A Profession

By Wm. H. Shaw

Member of the Rotary Club of Toronto

IT IS my privilege to suggest to you as business men a few facts about the development of business until it has reached the dignified status of a profession which today engages the attention of the brightest and best men of our time, and through the use of unnumbered millions of capital brings comfort and satisfaction to a larger percentage of human lives than any other force developed through the civilization of mankind.

It may be well for us to remember that in the early days of human history there was no such thing as business or commerce—not even bartering or trading, let alone buying and selling for money; that there was no such thing as an employer hiring another to work for him and paying his employee wages.

But business originated with the demand of man as he came under the influence of civilization to have his creature wants supplied and its growth and development is the direct result of the fact that man is a creature of wants, and today it is a positive fact that the highest type of civilization is marked by this condition that its wants are unlimited in number. "You are never satisfied" may be a reproach in certain cases. It is a compliment to any race of people. Show me a race of people who have no wants beyond the necessities of food, shelter, and clothing and I will show you a race of comparative savages.

Once we had no artificial light but that given by a blazing pine knot. Rushes were an improvement on that. Then we had wicks soaked in oil. Candles were considered a great advance on these. Now we have electric light. It is no reproach to say that we are not yet satisfied. And so it is as one writer puts it: "The history of commerce is the history of civilization, and the history of human wants, and the ways and means men have taken at various times to satisfy them."

Now in satisfying these wants man has to make use of the natural and physical products of the outer world. Whenever our cartoonists wish to depict an absolutely lazy man they picture a tramp lying beneath a tree and waiting for the fruit to drop into his mouth. The thing strikes us as utterly ludicrous because we know that in satisfying his wants legitimately man has to work. Even fruit

must be gathered. In other words, man must labor to produce that which will satisfy his wants.

It is also to be noted that man is a social animal and we soon note that his labor of production brings about certain associations and certain organizations. The first form of association was the union of sexes and the family which resulted from it. In the family we find the first organized effort at producing that which was necessary to satisfy the wants of man and we must not run away with any idea that it was any matter of sentiment either. The American Indian wanted a wife because a wife could go after wood and water and carry baggage while the noble red man could devote himself to the chase. The term family had a broader meaning too, than we give it today. In Rome, slaves were legally designated as "familia."

In the days of these groups or families there was no great amount of business. Each group formed a self supporting organism. It was solely by the labor of its members and its slaves that the group provided for its wants. There was no exchange except in exceptional and accidental cases.

Then in the Middle Ages we see the rise of the guild system characterized by the separation of trades. The workman owns his tools and raw material. Ordinarily he works "to order" and produces for the small local market of the town in which he lives. Exchange must take place here but it is limited to one town.

Then, we find the workmen in the guilds losing their independence. They no longer produce directly for their customers. They produce for a wholesale dealer who now makes his appearance. They still work at home, and still, in a great many cases, own their tools and raw material, but they no longer own the finished product. That belongs to the dealer. And why has the dealer come in between the workman and his customer? Because the town market has given place to the national market, and it is here that exchange and commerce really begin.

Next we see the dealer bringing the workmen together in one place. Here is where we get the system of working for wages. It is now that we begin to hear the terms "em-

ployer" and "employee." This transformation did not take place till the 16th century.

Finally came the application of steam and electricity to industry and transportation and the growth which has reached the conditions we see about us now.

If we read between the lines as we go we do not find it hard to trace the beginnings of different lines of business. When men began to exchange their wares they soon found need for a medium of exchange and money came into existence. With the need of money came the need of bankers.

When markets ceased to be local and became national, and later still international, we needed transportation facilities and railroads and ships were built. Transporting goods calls for insuring them against loss. And so we trace the rise of the great business enterprises of the world today.

In thus looking hurriedly into the history of business, I have had two objects in view—first to show that present conditions are the result of a steady growth of development which has been the result of a persistent reaching out toward the satisfying of an ever increasing train of wants; and secondly, to remind you of a fact that is well expressed in a paragraph taken from an address delivered recently by Dwight M. Lowrey of the Philadelphia bar to the Pennsylvania Bankers' Association—as follows: "Business does not undermine the character of good men—it strengthens and establishes it. Thackeray understood this when he wrote *The Newcomes*. Colonel Newcome is, perhaps, the finest gentleman on the pages of English fiction and there is a text for a hundred sermons in his sententious remark: 'Money is character.' In truth, *business is the foundation on which all civilization rests. The accumulation of wealth is the first condition and prerequisite in the development of sound knowledge, polite culture and pure religion.* And just in proportion as knowledge increases, as manners soften, as in religion superstition gives way to the thirst for righteousness, business broadens its lines, extends its sympathies and elevates its standards, without in the slightest departing from its essential rule and method.

No thoughtful man supposes that we have attained perfection in business ethics in this country, but every man over forty years of age can testify from his own experience to a constant improvement. There has been a steady improvement in the direction of better goods, fair prices and prompt payment.

Lower rates and better service is the watch word. Not as a concession to our poverty, but as the triumphant accomplishment of our increasing wealth. Short weights and cunning are the weapons of the poor; rising affluence gives us fixed standards and good measure. The term shoddy, which was in every man's mouth when we were boys, has practically disappeared from the vernacular.

The same idea has been expressed in a way that appeals to me as one who has spent the best thirty years of his life in trying to inculcate into the minds and hearts of the young people who have come under my care for a training for business pursuits those fundamental principles of unselfish service, of truth, and of honor as the only basis upon which to build a life and character that will adorn any profession and make for successful citizenship.

This expression is found in an address delivered before the New York Chamber of Commerce by Edwin A. Alderman, president of the University of Virginia, as follows: "What we call business and stupidly think of as a coarse material machine is really the great cosmic university to which nine-tenths of human beings go to learn truth-speaking and faith in man, and so prove themselves by suffering and service. What we call trade or business is a great university-extension scheme for civilizing and keeping the peace among nations. The teacher inculcates ideals and the merchant incarnates them for good or ill to this generation. An unfaithful merchant indicates social disease as surely as and more vividly than an immoral schoolmaster, for the master rules of both are fidelity, truth, and honor. The rewards and the power of both are great. The merchant's reward, if he be of intelligent mind, rich in social sympathy, far-seeing in conception, is above the valor of the soldier, or the opportunity of the statesman in this modern world. The schoolmaster's reward sometimes comes too late to sweeten the toil of his day and is of a kind not greatly molested by thieves or rust. But it has infinite satisfaction, and its power is simply symbolized by some cultivated, clean and fearless youth ready for life and fit to illustrate the majesty of worthy citizenship."

And so the fact remains, gentlemen, that Business is a Profession—full of dignity, overflowing with possibilities for the accumulation of wealth, and permeated with a thousand devious channels through which may be developed the noblest and best in life and

character, and conferring upon human kind unmeasured and unmeasurable temporal comforts and blessings.

Then with these facts before us let me direct your attention to the ways and means open for the proper training of those who would choose business as the profession to which they should devote their best effort. And in this regard let me first suggest that every business manager of a concern, every head of a department, every foreman of a section of employees should accept his responsibility as an instructor in business ethics and in methods of system and economy, and he should know that unconsciously or otherwise he is radiating an influence over the minds of those under his control and training them for a broader mission and sphere of usefulness than that which is indicated by mere technical work.

Thus it is that every ware room, every factory, every office, every institution that exists primarily for the conduct of business is in itself a school—a training ground for those who are coming up from the ranks to qualify for and to assume the greater responsibilities than we carry; for as I have said, business is ever expanding into new avenues and the unseen and unknown developments of the future will demand even greater qualifications than we possess in order that Business as a Profession may maintain its high standing and continue to wield its elevating influence upon advancing civilization.

May we not pause here for a moment, and consider—each for himself—just what sort of an exemplar of business ethics I am, what grade of an instructor am I measuring up to, high, medium or low, and further what sort of a training institution do I represent?

Then it is worthy of note that the well deserved recognition of Business as a Profession by those in control of so-called higher institutions of learning is reflected in the provision now made for giving courses in commerce and finance leading to a degree through most of the important universities of this continent.

But the institution which has done most in the way of providing a special technical training for men and women for business during the past half century is the private business school. Organized in several of the larger cities in the United States and Canada in the early sixties to fill an urgent demand for a more practical education than was then available in the public or high schools it has extended its operations until

today there are no cities and few towns of any commercial importance throughout these countries in which there is not located a private commercial school.

Following the development of business and its demands for higher education and broader training on the part of those who would engage in it, many of these schools have extended and broadened their courses and elevated their work in which students are now measured for graduation by uniform examinations conducted by an independent board of examiners.

Referring particularly to the schools with which I am connected I may be pardoned for stating that in them we are giving most successfully courses of training leading not only to the examinations of the Business Educators' Association of Canada, but to those prescribed by the Department of Education of Ontario for teachers of commercial departments in collegiate or high schools as Commercial Specialists; but also for the examinations conducted by the Institute of Chartered Accountants for the various provinces of the Dominion; and within the past two years we have developed and completed a course of instruction given extramurally to banking officers which has merited the approval of Boards of Directors and General Managers to the extent that from one bank alone we now have 476 students.

The extension of business schools to meet the popular demand for business training has caused boards of education within more recent years to organize and conduct distinct and separate high schools of commerce and finance and to introduce junior commercial courses into many senior classes of our public schools. And all this means that the public now recognize business as a fitting profession for the youth of this country and that those representing the public in educational matters are providing ways and means to give those who desire it a proper academic training leading into this field of activity which stands with wide open door to welcome all who will bring into it average ability, common honesty, and willingness to serve and grow.

Let us then as men charged in this day and generation with the duty and responsibility of making business an honorable profession so plan and build that those who may follow in our footsteps will enter into an inheritance in which deceit shall have been obliterated by frankness and smartness entirely replaced by honesty.

"Rounders and Rotarians"

By "Ki" Fredericks, Joliet

A ROTARIAN is a man that is so busy boosting the other fellow that he hasn't time to worry about his own troubles. If he had a hammer when he joined the Rotary club he drilled a hole in the head of it and now uses it for a whistle.

We heard of a fellow that was so grouchy that even his dog went back on him. One night some one took him as a guest to a Rotary meeting. When he came away he was singing "For he's a jolly good fellow" and next day he hired a private detective to discover the identity of the chairman of the membership committee and two of his clerks almost died of heart failure when he told them to quit putting sand in the sugar.

Two months later he was giving 100 cents worth of goods for \$1.00 and wiggling his fingers at the stomach specialist who had treated him for an ingrowing digestion for the past ten years. He belonged to the Rotary club and advertised in THE ROTARIAN. He went to an international convention and came back with so many ideas that the sergeant-at-arms had to keep a gag on him until the routine business of the meeting was over.

Then they turned him loose and let him talk until he ran down.

A Rotarian is a man that disproves the old idea that in order to be a good business man one has to develop a triple-plated grouch, a face like a Greek tragedy mask, and an acid-proof conscience. He has such a good time satisfying his customers that he doesn't realize that he is making money until his mail gets cluttered with circulars of imported buzz wagons and his office boys gets licked trying to keep a bond salesman from getting through the ground glass door.

A Rotarian is a man who can go to a convention and have a good time without calling out the riot squad of the local constabulary. He can say more good things about the other fellow in five minutes than a sewing circle can say the opposite in three lawn parties and a linen shower.

There are two kinds of people who can make a noise in this world and the noise they make is as different as themselves.

In other words, there are Rounders and there are Rotarians.

ON TO HOUSTON.



Main St., Looking North, Houston, Where Rotarians Will Make Merry in June.

Rotarianism as It Seems to Me

By Glenn R. Chamberlain

An Address Before the Grand Rapids, Mich., Rotary Club

BEING one of the newest members of this organization, it will not be surprising to me at least, if I offer nothing on the subject of Rotarianism that is either new or of unusual interest to you. In fact, I think it must have been in a moment of suspension of my reasoning faculties that I "fell" for what then seemed a flattering invitation and a persuasive line of conversation, which our worthy secretary favored me with when he told me that it had been decided definitely that the ladies would not be present at this meeting, and the board of directors had invited me to present a short talk on the above subject. At the time it never occurred to me that possibly they had decided on the invitation without the same full confidence of its appropriateness had the ladies been expected to be present.

Now in spite of the fact that I have had very little experience in Rotary, I am mindful of what my chief in the gas business, Emerson McMillin, once said,—“If you don't know anything about a subject, write a paper on it,” and that therefore is the real answer and my excuse for addressing you this evening. I am glad of the opportunity which has made it necessary for me to analyze in my own mind, and decide for my own satisfaction and information, what the high ideals and practices of Rotary may accomplish for me.

I venture the assertion that not one man now in this room knew, when he accepted the invitation to become an active Rotarian, a fraction of what the real opportunities were for him in his membership. In accordance with the light I have thus far had, therefore, I am going to remind ourselves of some of the privileges that seem to me apparent.

The cogs of the wheel, which symbolizes Rotary, somehow seem to spell for me the three big words—“Friendship, Service, Co-operation!” Friendship, Service, Co-operation!! I believe that those words represent in boiled down form about all that there need be of religion in business.

“No man worketh unto himself alone.” That is a motto we should nail above the door of our meeting place. Many of us

when we came into this club were merely acquaintances. Acquaintance develops into friendship through the medium of confidence. Confidence is inspired by what we say here, what we do here, and in our business relations—not only with other Rotarians—but with the public at large. In Rotary, business should be the result rather than the cause of our memberships. Then, and then only, it should mean business and more business. We must remember that there is no obligation of patronage on the part of anyone, and just as “responsibility gravitates to the man who can shoulder it” so will the member “profit most who serves best”; and no rules or regulations we might make could ever force any other solution of the problem.

Co-operation is a mighty large issue in this organization. It is the spirit of friendship for my Rotary brother that I, if opportunity offers, depart from the usual straight line in my daily travels from one piece of personal business to another, by putting *this* man straight, and *that* man again into harmonious touch with the said Rotarian if I learn that his patron is harboring a grudge or nursing some injured feelings through some unhappy contact with that Rotarian's business organization. We owe it to ourselves, to our club, and to our friends, to act in this capacity of mediator, scout, solicitor, sponsor, or whatnot. All, too, without any guarantee that he may ever have an opportunity of performing for us a similar service.

Remember that “first we form our habits, then our habits form us. We are what we are on account of what we have thought, said and done. After having done a thing once there is a tendency in the brain to do it again. If continued we get the habit; that is we do the thing without thinking just as a matter of course.” Let's start the necessary machinery within us then, for once into the habit of the thing, we get more real enjoyment out of these acts of courtesy to our friends than we have any idea of.

Every few weeks we have an “Exchange of business day.” How many of us consider that this is a day only for the other fellow? Do we give the day a little—quite

a little—of our unselfish time in determining just how much we can do for the other fellow, or do we try to figure out how little we can do and still “get away with it.” That meeting should be the pleasantest one we have, because we can do something directly for the other fellow—everyone of us can—and at the same time thus do ourselves a service also.

Because you cannot “afford to buy a Ford” automobile each “Exchange of business day” is no reason why you cannot do a little something to make Becker happy.

You need no new clothes today but Hutchins sells them and you will want them next week—a tie, some gloves or something—so why not give him the order today.

More insurance is something you always intended to take out, then why not insure also your peace of mind now, and give the order to Ames instead of waiting until next month after you have had the fire or accident when you'll get no credit for buying it.

You have a kodak yourself and plenty of films, but did you ever realize that it takes a real expert, with life long experience, to take a pleasing interior of that room in your home which you think so much of? Schmidt therefore would appreciate your desire to give him an order on “Exchange of business day” even though he probably loses money on the job that ever after gives you and your family so much pleasure.

How many of you during Fred Wurzburg's “Exceptional value linen sale” suggested to your wife that “Exchange of business day” was just the time for you to make good with her, by re-equipping the linen closet with the fine stuff that all women, who love their homes, delight in, and which just persists in wearing out in time, in spite of the wonderful service, care and equipment Baxter's maintain for the ridiculously low prices you have paid him for laundrying it each week.

How many times a month does your wife ask you to stop into West's for some daily necessity usually brought to mind only at the instant it may be needed? Do you realize that you can save yourself many a dollar in time and effort by looking forward two or three weeks and bunching your needs on “exchange day.” Otherwise it is Castoria today, a tooth brush tomorrow, peroxide the next, and perhaps a little later it may be even “too late for Herpicide.”

“Exchange Day” is always a bright, sunny day, while next week is usually rainy

and stormy,—so are you the forehanded man that gives Ainsworth an order today for two tons of Genuine Gas Coke, when you can get it nice, clean and dry, without even a chance of complaint, or do you wait until next week, because what you now have will last that long—and then see it delivered in the rain, mud, a blinding snow storm, or over an almost impossible, slippery, hilly street with a righteously fancied kick coming because it is not then received in a condition like Ivory soap, 99.97% pure.

Did Guy Lewis get your order for those new Tungsten lamps to replace those that are sure to burn out next Friday night at ten o'clock, or do you wait until Saturday afternoon at four, when he already has about five times as much work to do as can be done in one day, and demand that they be on the premises ready for use not later than six p. m.

I'm sorry I can't give every member here a little advertising but others are to talk and time is brief.

You see, however, that there is so much difference between co-operation, through a little unselfish friendship, and the “never-gave-it-a-thought” way of doing that it really behooves us all to begin “Casting our bread upon the waters.”

Between Rotarians, every day, as a matter of fact, should be “Exchange of business day.” Perhaps the other day you inadvertently overheard some one talking with some one else about some contemplated plan for a new building. This automatically calls to your mind that Osgood is an architect; McNabb is a contractor; Ames can be persuaded to write an insurance policy; some one else is a good plumber, and so on until a great many good Rotarian friends who believe in reciprocity may possibly be benefited through no more effort on your part than a word or two of information.

Perhaps also I heard some one speak in an unfriendly manner of your business. It may be convenient for me to hand him my Rotary card with the plea that he is doing me a personal favor by calling upon you for an explanation or possibly an adjustment of the matter. At least I have tried to do you a service instead of—as is very often the case—“sitting placidly silent” or, for the sake of “harmony,” agreeing with him that you are a mild sort of scoundrel, not knowing much about the case one way or the other. Or I actually come to your defense by suggesting another view of the entire

matter, maybe by a personal visit with him to your place of business.

I know of two cases recently where Rotarian members as patrons of another Rotarian were very critical of the service rendered. From what I had heard of these two cases, I believed that those Rotarians as customers were much more unfair to the seller of the goods than the seller was to them. And further investigation proved it. In other words, the same generous, broad, fair-minded spirit was not shown by them as customers, or as the public trading over the other man's counter, as they wished him to be as a patron while trading with them over their counters. Justice is not always to be one-sided. And because you are the buyer and he the seller is no valid reason why you should require him to "get down on his knees," concede all you ask, and violate every properly established rule of his own business to meet your views as a customer. And still that is virtually an every day expectation in business—and even in our own membership.

As has been said, service is the foundation of our organization. But service in its Rotarian sense cannot be rendered by you and your business organization if you do not yourself represent in every way an example of what is expected of your employees. I am fond of the passage in Chaucer in his "Canterbury Tales" where he speaks of the "Poor Parson of the Town." This Poor Parson as explained by Chaucer "taught by example," the Parson's method being that "first he wrought and afterward he taught." "For," said he, in referring to his flock "if gold will rust what will iron do," "No stream will rise higher than its source" and I think all in this room might profit by reading the little booklet entitled "Statler's Service Code" gotten out primarily for the information and guidance of his employees, by Statler, the hotel man in Buffalo and Cleveland. I think, without knowing anything about it, that Statler must be a good Rotarian for he staunchly stands for those things in the every day conduct of his business we Rotarians admire.

I believe that much of the lack of good service that is found nowadays in all lines of business is due to the absence of thoroughness of training given employees in the fundamental and practical details that make up valuable experience and which teach tact, patience and judgment in handling business transactions.

After one of Paderewski's characteristically brilliant recitals, which must impress every one as simply the product of rare genius, a woman of the gushing, flattering kind came up to him and said: "Oh, Mr. Paderewski, what a genius you are—what a wonderful genius." "Yes," said Paderewski, "that is considered genius but for many years I was nothing but a drudge." We know that he practiced uninteresting scales and exercises for fourteen and more hours a day for years with infinite, painstaking thoroughness and intelligence to make himself what the world now calls a "genius." It is this thoroughness that we should impress on all who are a part of our business equipment. Too many employees working for the businesses we represent and standing for us in our business relations with the community, are like the lightning bug that the poet sings about:

"The lightning bug is flashy,
But he hasn't any mind;
He wanders through the darkness
With his head-light on behind."

The other day I read and re-read Mr. Thomas Drier's little book "Human Chemicals," which most cleverly suggests the thought that inasmuch as the success of any business institution is due entirely to proper executive treatment, the executive is represented as a chemist in his laboratory stocked with the seventy-eight elementary chemicals—the employees of the business.

Now if that executive-chemist possesses the necessary qualifications of knowledge and skill to properly combine those elements he can make of his laboratory a service center of great power. If, however, these chemical elements are improperly mixed or combined, often serious explosions occur and we know with what disastrous results.

Every employee "worth his salt," as every chemical, has his use and is of more value in one place than in another. You can shake up water and oil and while they will apparently "mix" while being shaken, they soon fail to harmonize and it was evident from the first that they ought not to be brought together at all. We can all apply this to our own organizations with profit to ourselves and fairness to our employees.

If you are that member who joined this club for the selfish reason that you expected the other members thereby would feel obligated to boost for you and give you their patronage, and because, by simply attending one out of every four meetings you re-

tain your membership and are carried along without further exertion on your part; or if you feel just a little bit superior to every one else in the club by reason of your particular profession, or your business, or family, or wealth or whatnot; or if you feel that you wish only to be a member without carrying your share of the burden of the club's activities—which should demand a share of your time and energy; or if you find by reason of your natural disposition that it is easier to kick and find fault with what the officers and directors do rather than to boost, remember that you will be doing yourself far more justice to step aside for your competitor who may become a better Rotarian, and who should not be kept out of an organization which must be represented in this community by the best of every line of business or profession in order to maintain the high standard that Rotary has attained in more than eighty of the largest cities in this country.

"You can't saw wood with a hammer," and the fact is significant that the devil was thrown out of his home town for trying to do it. To such square pegs George Ade says: "Pull the rope and get a transfer, you're on the wrong line!"

Perhaps we may say that much of the doctrine that is preached in Rotary is somewhat fanciful and idealistic but we must remember that "the ideals of today become the achievements of tomorrow," or as has been said "Man's grasp should exceed his reach, else what is Heaven for?"

In closing let us remember that the officers and directors of this club are elected to *direct* the club's affairs and must not be expected to do all the work.

Complaints from Rotarians should be considered merely as suggestions from our friends. We should be glad in our business of any suggestions that may help us to "tighten the loose bolts."

Mistakes among friends are only misunderstandings which once explained, make us firmer friends. Let us have more and still more of the spirit expressed in this verse:

"God bless you! is my wish today,
Friend o' mine,
May roses bloom along your way,
Friend o' mine.
May every dream of yours come true—
May peace and plenty dwell with you;
A victory crown what e'er you do,
Friend o' mine."

A PICTURE FROM THE CONVENTION CITY.



IN CITY PARK, ONE OF THE BEAUTY SPOTS OF HOUSTON.

The Evolution of the Typewriter

By Alan C. Reiley

Department Manager Remington Typewriter Co.

"THEY builded better than they knew," has been said of inventors, discoverers and reformers in every age. This is always true, in a measure, of every man who thinks great thoughts and does great deeds. One of the best illustrations of this eternal truth is afforded in the case of the inventors of the writing machine.

The typewriter is to-day inseparably associated with the business office. For us, in this year 1913, it is difficult to conceive how it could ever have been otherwise. Nevertheless the facts of history are the facts, and the truth is that the wonderful destiny of the typewriter in the business office was almost entirely unforeseen by the men who gave the writing machine to the world.

A facsimile of the original typewriter catalogue, recently reprinted as a historical curiosity, throws a most interesting light on this subject. This catalogue bears the date 1875, at which time the new invention was a wee infant of less than two years, with a commercial future which then appeared unpromising. It appears from the old catalogue that the principal field for the writing machine as contemplated by its inventors was that of court reporting. It was also stated that authors and editors might use it in the proper preparation of manuscript; further than this, it was hoped that in time the use of the machine would extend to other professional men. As for the business man, he was dismissed in a single sentence, which reads as follows: "All men of business can perform the labor of letter writing with much saving of valuable time."

If the inventors of the typewriter had been fully appreciative of the profound truth contained in these words, it is hard to believe that they would have confined all references to the business man to a single sentence in an obscure portion of the catalogue. This one sentence, in this place, seems to lack the ring of conviction. The words, prophetic as they may sound, express a hope rather than a profound faith founded on the gift of prophecy. One could almost wish, in view of this apparently halting faith in their own product, that the typewriter men of 1875 could live again to witness the typewriter wonders of the year 1913, and see how many fold greater has been

the fruit of their effort than anything of which they had dreamed.

If the typewriter, then, was not originally built for the business world, how did the business world happen to come by the typewriter. This is the next question. The answer is—through the inevitable law of necessity and fitness. From the very first it has been the business world which has provided the principal market for the typewriter. It has followed naturally that the whole history of the development of the writing machine, from first to last has reflected and been conditioned by the demands of modern business.

Let us trace the history of the typewriter, from the beginning down to the present time, through the successive improvements designed to increase its scope and usefulness.

The year 1873 was the natal year of the writing machine, as it was in this year that the manufacturer of the new invention was undertaken by E. Remington & Sons, the gun makers of Ilion, N. Y. The improvement and manufacture of the machine was immediately placed in the hands of



MODEL 1.
Remington, 1874,
the original
typewriter.

Mr. W. K. Jenne, the superintendent of the works. In speaking of these events of a former generation it is a pleasure to record the fact that Mr. Jenne, who had charge of the mechanical development of the machine for more than thirty years, is still living in Ilion, at a hale old age; known far and near as the "father of the typewriter"; one of the few men now alive whose memory and experiences embraces the entire history of the machine.

To Mr. Jenne was due the bringing to a practical efficiency of the first great improvement of the writing machine. This was the model No. 2, the first machine which wrote both capitals and small letters, which appeared on the market in 1878. From the time of the advent of this machine the supremacy of the typewriter in the field of business correspondence was assured. True this triumph did not come in its fulness in a month, a year or even a decade. We have

tain your membership and are carried along without further exertion on your part; or if you feel just a little bit superior to every one else in the club by reason of your particular profession, or your business, or family, or wealth or whatnot; or if you feel that you wish only to be a member without carrying your share of the burden of the club's activities—which should demand a share of your time and energy; or if you find by reason of your natural disposition that it is easier to kick and find fault with what the officers and directors do rather than to boost, remember that you will be doing yourself far more justice to step aside for your competitor who may become a better Rotarian, and who should not be kept out of an organization which must be represented in this community by the best of every line of business or profession in order to maintain the high standard that Rotary has attained in more than eighty of the largest cities in this country.

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the original
typewriter.*

Mr. W. K. Jenne, the superintendent of the works. In speaking of these events of a former generation it is a pleasure to record the fact that Mr. Jenne, who had charge of the mechanical development of the machine for more than thirty years, is still living in Ilion, at a hale old age; known far and near as the "father of the typewriter"; one of the few men now alive whose memory and experiences embraces the entire history of the machine.

To Mr. Jenne was due the bringing to a practical efficiency of the first great improvement of the writing machine. This was the model No. 2, the first machine which wrote both capitals and small letters, which appeared on the market in 1878. From the time of the advent of this machine the supremacy of the typewriter in the field of business correspondence was assured. True this triumph did not come in its fulness in a month, a year or even a decade. We have

already made one statement which may have startled the casual reader; namely, that the business field was not regarded as first in importance by the inventors of the typewriter. Now, we will make another statement, which is as little realized by the average man; namely, that the sale of typewriters as recently as ten years ago was hardly one-third of what it is today. No, the typewriter improvement of 1878 did not complete the triumph of the typewriter in the field of business correspondence—it only began it. It did, however, insure it. And the years following have done the rest.



MODEL 6.
Remington, 1893,
Chicago World's
Fair period.

A number of years followed the appearance of the first double case machine without producing any new developments designed to extend the field of the typewriter to other forms of writing. We do not mean to say that the late '70's, the '80's and early '90's, were not years of progress. They were, indeed, years of very marked progress, the advent of the visible writer belonging to this period. This progress, however, consisted in devising improved means of doing old things, rather than in the doing of new things, which would annex new empires to the realm of the writing machine.

The next forward advance of the latter kind occurred when the typewriter invaded the field of billing and tabulating. Needless to say, this field also had been unforeseen by the founders of the industry. Again history repeated itself, for it was the insistent demands of the business world for a device which would enable the machine to tabulate in columns with the same speed that it would do ordinary straight-away writing which directed the attention of typewriter inventors to this problem.

The entrance of the typewriter into the field of form and tabular work was rendered possible by the decimal tabulator, which made its first appearance as an attachment of the machine in the year 1896. The fundamental importance of the tabulating mechanism in the development of the field of the writing machine is not always realized, because from the mechanical standpoint it appears as a subordinate feature. Its importance will be realized, however, when the fact is stated that the sum total of all tabular writing done by the business world to-day exceeds the sum

total of all other kinds of writing combined. A single glance at any business office and an observation of the different kinds of writing done in that office will prove to even the most casual observer the truth of this statement.

With the advent of the tabulating or billing typewriter it might seem at first thought that the writing machine had completed its mission in the business office. But no, not yet. It seems to be one of the laws of progress that the solution of one problem always involves the creation of another problem. The advent of the billing and tabulating typewriter does, indeed, solve the problem so far as the writing itself is concerned, but the tabulator, by extending the field of the machine to a class of work which had hitherto been outside of its province, brought the typewriter face to face with another problem which was still totally beyond its province. The vast majority of all tabular writing, whether in billing work, order work, requisition work, or other form work is figure writing; and figure writing, unlike letter writing, usually involves something more than writing; it also involves adding, or computing as one of its essential conditions.

Here certainly was a new problem confronting the typewriter, radically different from any of its predecessors. The problem now was not to do a certain kind of writing,—that problem had been solved; it was to combine this writing with work of another kind which was necessitated by such writing. In other words it was to build two machines in one.

This problem, although calling for a high order of inventive genius, had been anticipated in its solution by the appearance in the early '90's of the first adding and listing machine. Right in this connection is a point which cannot be too strongly emphasized, namely, the relation existing between the writing machine and the adding machine as articles of business office equipment, a relation so close that it is difficult to treat the two subjects separately.

So long as the adding machine would not list and the typewriter lacked a tabulating mechanism the field of the two machines lay altogether apart. But the advent of the first adding and listing machine and the first tabulating typewriter, two events which were nearly synchronous, represented in each case



MODEL 11.
Remington current model, 1912.

a partial approach of the one machine to the field of the other. In each case, however, the approach was only partial; it simply served to call attention to another problem which remained to be solved.

For a number of years these two machines continued their careers side by side, always touching but never joining. These years served to demonstrate clearly that while the adding machine as well as the writing machine had a great field which was entirely its own, between the two lay a middle field which as yet had been occupied by neither. This was the field of the *combined writing and adding*, and this field could only be successfully occupied by a *combined writing and adding machine*.

The term combined writing and adding is self descriptive. It includes every form of work in the business office where writing and adding (or subtracting) are done on the same page. In commercial houses it includes billing, order writing, requisition writing and a wide variety of kindred uses; in banks it includes remittance letter writing, country bank statement writing and depositor's statement work; in railroad offices it includes pro-register writing, per diem reports and audit office reports of all kinds. To attempt to catalogue these uses in their completeness would be equivalent to a description of all the usages of modern business in the department of combined writing and computing work. The field is enormous. Few people realize its size; no one can realize it without contemplating the extent to which the pen is still used side by side with the typewriter throughout the whole range of business life. The fact that labor saving opportunities present themselves to the typewriter in this field also, greater even than its prior achievements in the correspondence field, is the one great, overshadowing fact in the present status of the writing machine.

The problem above stated found its solution with the appearance of the Adding and Subtracting Typewriter, the machine which combines the writing feature and the computing feature in a single mechanism, both operations performed simultaneously by the same motions of the operator. The advent of this machine is such a recent event in typewriter history that it comes under the head not of past but of present achievements. Viewed in the light of this present

it is more than an extension—it seems to be a veritable completion of the potentialities of the writing machine.

Time and labor saving, which have always been the primary mission of the typewriter, demand in the computing typewriter the simultaneous operation of both mechanisms, in other words the combination of the two operations in one. This combination is the

very essence of the Adding and Subtracting Typewriter. The machine is in its basic principles a typewriter, operated like any other typewriter, and in its entire construction is an exact duplicate of the other present day models of the same writing machine. It may be described in a sentence as a typewriter which tabulates and also computes, the latter being performed not as a separate operation, but as a function and attribute of the machine itself. On these terms it is obvious that the combination

of the writing machine and the adding machine results in a time saving unity.

It is evident from what we have said, that the history of the typewriter, considered in relation to the range of its work in the modern office, divides itself into four periods, each of which associates itself with an important step in mechanical progress. The first of these periods begins with the advent of the original writing machine; the second with the appearance of the first double case machine, which insured the dominion of the typewriter in the correspondence field; the third begins with the first tabulating typewriter, and witnesses the invasion of the billing and tabulating field; and the fourth is the present period, beginning with the advent of the first Adding and Subtracting Typewriter, which insures the ultimate dominion of the typewriter throughout the entire realm of combined writing and adding work.

It is noteworthy that of these four successive steps in typewriter progress, only the first, the invention of the original typewriter, may be said to have anticipated the needs of the business world. Each of the succeeding steps has following naturally from the first and as a logical result of the demand created by its predecessors.

With the last step, the advent of the complete computing typewriter, has the writing machine realized and completed its mission? This belongs in the category of questions which no man can answer.



Remington Adding and Subtracting Typewriter. The latest development of the writing machine.

The Holy Doctrine of Service

By Hon. Ed. F. Harris

Member Rotary Club of Galveston

TOGETHER with the wheel we print the legend "He profits most who serves best." The legend and the wheel together tell the reader, through the eye, the underlying, the basilar principle of the Rotary clubs of the world. He also truly apprehends, who truly reads, marks and inwardly digests the legend and the wheel is the true Rotarian. We are thus taught the holy doctrine of service. "If any man desires to be first, the same shall be servant of all." This is the real basis, not alone of the Christian religion, it is the real basis of every religion which has had birth and growth. It is the doctrine of love, the doctrine that the spiritual embodiment of love is the Divine Ruler, "the first Great Cause, Jehovah, Jove or God." The height of love is found in the depth of service; the majesty of ministering exceeds the splendor of power.

True it is that the Rotary Club is not ostensibly a religious institution, is not avowedly a system of philosophy. However, an enumeration of its objects will convince one that although business necessity called it into being, yet a Rotary Club is, in truth and in fact, a moral, philosophical, aye, even religious organization. Our objects are officially stated to be the promotion of the recognition of the worthiness of all legitimate occupations; the dignifying of each member's occupation as affording him an opportunity to serve society; the encouragement of high ethical standards in business and professions; the increase of the efficiency of each member by the exchange of ideas and business methods; the promotion of acquaintanceship as an opportunity for service and an aid to success; and the quickening of the interest of each member in the public welfare, and co-operation in civic development, affording him an opportunity for service and an aid to success; and the quickening of the interest of each member in the public welfare, and co-operation in civic development.

Such a platform as this, so wide, so broad, so deep, so human, and therefore so divine, might well serve for a world-wide charitable organization, a school of philosophy, or a universal religion.

Even a partial realization of these ideals, collectively and individually, on the part of

all of us, on your part and on my part, is a consummation devoutly to be wished. Justice to my neighbor means faithfulness to myself. I must touch him directly or indirectly for good or for evil—touch him not only today, but every day, as long as we remain neighbors, and perhaps a great deal longer. He who spake as never man spake before, summed up the duty of men in the brief words: "Love thy neighbor as thyself." Doubtless the Divine Teacher fully knew and understood that he was laying down a rule of conduct so high and so lofty that we might strive upward toward it throughout eternity, and leave us ever an object to seek, a purpose not accomplished. I imagine that whatever the life we may lead, here or hereafter, an essential of that life is a purpose—something better and purer and nobler than we ourselves have ever reached, or perhaps can ever reach; for we are created something less than the angels of heaven.

I do not know in whose philosophic mind the Rotary Club was first an idea, then an ideal. I do know that thereafter it became an actuality. I do know that whosoever the man or men who drafted the constitution, and incorporated therein Article 2, such a man or men, have not lived in vain, nor are the results of their efforts temporal and transitory; such results are eternal and fixed.

There can be no doubt that in the strife and competition of business life there exists every possible temptation to the active, dominant, successful man, to forget, to ignore, to overlook, his duty to his weaker fellow man. "Am I my brother's keeper?" is a question as fresh and as apt in the twentieth century as in that period when the Nazarene walked abroad in the first century of our Lord. We are very apt to overlook the answer to the question; the answer then was, and now is, YES.

With the increasing complexity of the business world, the wonderful multiplicity of inventions and designs, and the gradual sure appropriation of the public domain, the difference between the strong man and the weak man, the crafty man and the confiding man, the intelligent, educated man and the unintelligent, uneducated man, becomes wider and wider; a deeper and broader abyss continual-

ly yawns between them. The rewards of life, I mean of course the material, physical rewards, are more and more the possession of the strong, and less and less the possession of the weak. Any organization or association which teaches the doctrine of service to its members and to the world, is aiding and assisting not alone the weaker and poorer of mankind, but is in its best sense aiding and assisting as well the stronger and more successful brother.

If our republic is to live, if it is to be anything more than a republic in name, there must be universal labor and universal education. Old civilizations were founded on conquest, massacre and slavery, and their periods of culmination are marked now only by ruined temples and palaces.

With an established aristocracy, only idleness can be dignified, labor must be dishonored; slowly but surely, very slowly, but very surely, democracy cometh into her own. It is being more and more clearly seen that labor is really the only dignified business of human kind.

The late dean of English scientists, the nonagenarian, Dr. Alfred Russell Wallace, Darwin's co-discoverer of evolution, says that it should be taught to every child that it is morally wrong for one person to live upon the combined labor of his fellow men without contributing an approximately equal amount of useful labor, physical or mental.

Digging post holes is as dignified and worthy an occupation as practicing law. The only legitimate question involved is whether a man digs post holes well and honestly, whether a man practices law well and honestly. Stowing cotton, sweeping the streets, cleaning chimneys, and plastering houses are as worthy and dignified occupations as preaching the Gospel, selling merchandise, healing the sick, or designing libraries and cathedrals. I am rather inclined to think that the humble sister in the kitchen is pursuing an even more worthy occupation than any of us; the poet truthfully says: "Civilized man cannot do without cooks."

"He profits most who serves best." The word "profits" does not sound in my ears quite as sweetly as perhaps it should. It ordinarily signifies the accumulation of money, but I am quite sure that in our legend the word embraces much more than mere worldly profit. I think I may safely interpret the word as at least including, if not primarily meaning profit of the soul; such profits only are eternal.

There is now, and there always has been, altogether too much gambling, dishonesty, trickery and insincerity in every business pursued by man for gain. This is a mere truism, but sometimes truisms are apposite.

Harmful as dishonesty and insincerity are when indulged in between individuals, it can not be denied that they are much more harmful when found in combinations made up of business tricksters and political tricksters, when, in short, "big business" controls the public or political life of the city, county, state or nation.

Our own country has been for decades struggling in a wallow of dishonest politics, led, engineered and controlled by dishonest business; nor is our nation singular in this respect. The history of all government shows a continual tendency towards centralized dishonest power organized for the purpose of exploiting the ordinary man in behalf of the extraordinary king or potentate. I said a few minutes ago that democracy came into her own very slowly but very surely. I may have been too optimistic as to the sureness of this laudable advance, but I am perfectly clear about its slowness.

Just to the extent that you and I encourage high ethical standards in business and professions, just to that extent are we serving best in the true ethical interpretation of the word "service."

The exchange of ideas and business methods for the purpose of increasing the efficiency of each member, is but an application of the old Chinese proverb: "He who goes away from home goes to school." I really do not know of any sure method of increasing a man's efficiency among his fellow men except by rubbing up against, touching, feeling, grasping the personality of his fellow men. Intellectual isolation is intellectual decay. Better for the student that he know less of books and more of men, for strange though it may seem, yet it is perfectly true, that books do not make men, but rather men make books. I have been a book lover, a book reader all my life, but just to the extent that I have permitted myself to be absorbed by books, and drawn away from my fellow men, my efficiency has been weakened.

Acquaintanceship as an opportunity for service, and an aid to success is a corollary of the proposition I have just been discussing. The promotion of acquaintanceship as an opportunity to serve is an ethical concept of the first rank. That this opportunity for service is also truly an aid to success, is a happy but

not fortuitous law of nature. There are no fortuitous laws of nature; the laws of nature are inimitable, fixed, harmonious and life giving; they issue out of the living soul of truth.

That our associating together, our intermingling with each other as a Rotary club, must quicken the interest of each member in the public welfare is to me axiomatic. We are the public, it is our welfare in which we are of necessity interested; those things which benefit us benefit the rest of the public, and the public is but the people; we are not all of the people, but we are some of the people, and to that extent, "we are the people."

Co-operation in civic developments, if I un-

derstand what it means, means working together for better streets, better pavements, better lighting, better drainage, better methods of extinguishing fire, better methods for keeping the peace, and preventing and suppressing crime, better sanitation, more cleanliness, more cleanliness, less dirt, less dust, less filth, less graft, fewer fire traps, more favorable conditions for working men and working women, more and better schools, more and better hospitals, wider suffrage, and a loftier conception of the value of true popular government and the necessity of its perpetuation in freedom, through thoughtfulness, energy and eternal vigilance!

Mulholland, DeVilbiss & Co. (Ltd.)

(A personal appreciation borrowed from a letter written by President Greiner to Toledo Rotarians after returning home from his speaking tour among the Rotary clubs of New England.)

I AM still dizzy with delight from my "swing around the circle" with Frank Mulholland and Tom DeVilbiss. What an honor to trail along in the brilliant light of Mulholland's meteorics! If it is possible for the splendid Rotary Club of Toledo to make greater progress, Frank L. Mulholland, the "Duke of ah Sobble" and the "Billy Sunday of the Rotary Religion" will have you all "hitting the sawdust trail." He is a twelve inch, red seal record, rich in butter fat, and a born classifier of clever anecdotes.

He has Clarence Eddy backed in the corner when it comes to manipulating the tremola stop and when he dips into the paint pot of pathos, producing with a few master strokes one of those Western Reserve favorites, and with Tom DeVilbiss chairman of the Committee on Applause, they are all on their hind legs pawing the air.

Being great is quite enjoyable, even though it comes from position rather than ability, and it was a novel experience for me to have my name printed on the menu in twelve point type along with Frank Mulholland's, instead of six point type among the committees; and it was bliss to be hid behind the celery with him at the head table.

Frank does not need a mask, chest protector, spiked shoes or a mitt. Give him a suit of pajamas, open-face vest, Tuxedo coat, and a thousand plait shirt, and he will score a shut out, every time. I have in my possession, sworn affidavits from the president of every Rotary club that we visited, that he is more than the verbal prestidigitator I ad-

vertised him to be in that portion of my speech referring to his pyrotechnical ability.

Lest I forget, I want to pay a just tribute to his manager Thomas A. DeVilbiss, the Chairman of Good Roads Committee of the International Association of Rotary Clubs. Tom is Klaw and Erlanger and the Shuberts in composite form; and beside being a great manager, he is as oleaginous a chairman of Committee on Applause as ever fanned the air. Do you know that Tom is there himself with a Depew monologue? He can, and will on the slightest provocation deliver a few clinching arguments on good roads, interspersed with bird calls and animal imitations. Providence liked him. Boston greeted him with "Hear! Hear" and New York elected him to full fellowship in the great and growing organization, "We-Have-With-Us-To-Night."

Frank says that when Tom has completed his correspondence course in after-dinner speaking, he will overcome his one great trouble, that of goose-fleshing. It seems hardly fair to tell family secrets, but Tom told me confidentially that when Frank does dine at home that immediately on going to the table, Mrs. Mulholland arises from her chair and says, "Children, it is with great pleasure that I announce the unusual honor of having with us this evening your father."

God bless them both! They are splendid chaps, great Rotarians; and with the undying faith of a Democrat and the heroic zeal of a Methodist, I offer up a prayer that they may live many years to say: "That reminds me of a story."

R. F. G.

One Less Man in the World

By Herbert G. Stockwell

Member Rotary Club of Philadelphia

A CARPENTER of considerable skill and knowledge of his trade, finding himself out of work, reluctantly sought and obtained a position in a shop where his labors were almost entirely directed toward feeding lumber to a machine that produced window-frame parts.

On the day he entered the machine service he faced a danger not usually considered by machine operatives. One of his friends sounded the alarm in a characteristic remark—"One less *man* in the world!" One more machine, and one less man.

The old knowledge of the trades is disappearing. The painter can no longer mix his colors and paint with intelligence. Many of the so-called painters today are merely "pot and brush" men. The machinist is now in too many cases merely a machine operator.

Not in the trades only is the erstwhile possessor of a recognized calling losing his position. Everywhere, in every kind of occupation, the high degree to which labor, both mental and manual, is now specialized is reducing the number of men of general ability. In all the professions, practitioners are rapidly becoming specialists to such an extent that in many cases requiring supposedly ordinary skill the general expert, if called in the first instance, will frequently ask for or be requested to obtain the services of some specialist.

The complex conditions arising from the ever-increasing outward evidences of advanced civilization—whatever the inward evidences may show—seem to demand this specialization. But the gain in skill acquired in one particular branch of a trade or profession may not be a whole gain to the entire human race. Such gains may be, at least partially, offset by the tendency on the part of specialists to become narrow-minded.

Specialization Tends to Machine Thought.

Of course, each individual workman, mental or manual, ought to stand alone, to be judged by himself. No man ought to be charged with a shrinking of his usefulness to society simply because he becomes highly specialized.

But our experience shows that too great refinement of any study tends toward a condi-

tion of mind in which machine-like judgment is apt, in the end, to prevail.

Perhaps the old story of a physician who was called to attend a case that he was obliged to admit he could not diagnose will illustrate the dangers of too high specialization. The doctor, after examining the patient, said, "I don't know what ails that boy, but I can give him something to throw him into a fit—and I'm *death on fits*."

Constant manipulation by the specialist of the mental or manual processes required to complete the object of his labors increases the skill of the performer. This skill tends to regulate the motions in quick, sure *mechanical* movements.

In whatever occupation a man engages where his labors are reduced to a succession of acts exactly similar in character he may, if he does not set a guard against the tendency, become a mental or manual machine, and in that day there will be "one less man in the world."

A man can undoubtedly earn more money for his employer in the ceaseless routine of feeding materials into a machine than he could in manufacturing completely finished articles. Perhaps, while earning a larger return for the owner, he can at the same time earn for himself more wages. Be that as it may, the man usually loses something in exchange for the increased earnings—something that once parted with can scarcely be regained.

Specialized Skill May Produce Loss.

A carpenter who knows how to make a handsome table loses the joy and pride in creation when he abandons his trade and takes his place at a machine producing nothing but one of a number of unfinished parts. He becomes a machine if he specializes to the full extent to which the process should logically carry him in the effort to eliminate all possible waste of time. To increase his productivity to its ultimate aggregate we must change a man into a machine. Each and every time we do that there is one less man in the world.

In a shoe factory in Boston a special superintendent is employed at a salary of \$15,000 per year to study ways and means of reducing

the labor in the manufacture of a pair of shoes. So enormous is the daily output that any device or machine by which he can effect a saving of even one-fortieth part of one cent on each pair of shoes is looked upon as an accomplishment and a justification of his large salary.

If you visited this factory you would be filled with the impression of machinery. All is machinery. Every movement of the hands and arms of the thousands of operatives suggests machinery. The great machine here is composed partly of iron and wood and partly of flesh and blood. You do not recognize the men and women as human beings. You think only of machinery. If they have indeed degenerated, to the loss of how many men and women can be charged this highly specialized machine process?

Do Brains Improve with Machinery?

Labor-saving machines have been invented to save labor—to take away from human beings the drudgery which, in order that the work of the world may go on, must somehow be performed. Besides the saving of labor, if the machine be perfected and adapted to the purpose for which it was invented, a much larger production ought thereby to be obtained.

But when this manual labor is lifted from the shoulders of man, what happens to him? Does he profit by the transfer of the load from his back to the machine? According to true economic principles the human race ought to be benefited by every new machine invention. Workingmen ought to be made happier in having lighter work and less drudgery to do. If the machines could be made self-operating, this beautiful condition might prevail, but all machines require more or less attendance, and some of them require such constant attention that the operative, to bring out the best results, is compelled to become, as it were, a part of the machine itself.

In all operations in which speed and dexterous regularity of motion are required, whether in conjunction with complicated machines or with simple tools only, ceaseless continuance of repeated performances soon mold the operative into a human machine.

So far as the body is concerned, a very considerable amount of machine-like work may be performed by the average man without detriment to any of his functions. Indeed, in many cases of continued repetition of action a certain amount of pleasure is de-

rived from the mere doing of it in a machine-like way. The muscles of the body become adapted to the various motions required to perform the completed act, and they seem to work as of themselves. With proper periods of rest very little harm comes from manual labor performed in a machine-like manner. The human body is, indeed, a machine itself: in health, a perfect machine.

We Should Not Completely Surrender.

But in the body, although apart from it in one sense, is the mind. No amount of necessity should be permitted to call upon the mind to sink itself into monotony of motion.

Nothing should be considered of sufficient importance to allow the brain to go to sleep in routine work.

Strive against letting your brain become machine-like as you would against an enemy, for it is an enemy that steals away your very life. "One less man in the world" is the count every time a man gives up the effort to keep his brain alive, alert and ready for the reception of the many ideas hovering around him. Every man, however, fairly educated or however much his brain cultivation has been neglected, has that possibility which may turn him suddenly from a machine into a man, if he will keep his mind channels open.

Untrammelled Mind is a Birthright.

You, my friends, at the pit with shovel in hand, at the desk with bent back, at the counter with tired face, at the bank with worn-out nerves, at the head of your business with harassing cares, you are now or, if you are not, you may become a man—a real man—if you will exercise your brain muscles and develop them into something of use to you and your neighbors.

No human power can deprive you of your manhood birthright against your will. But you may very easily lose it through lazy acquiescence in the rule and order of things about you, which seem to be compelling you to become a small cog in a wheel of the great grinding machine.

Whether counting money or railroad spikes, whether handling pen or pick, if the immediate occasion seems to demand that you perform the disagreeable task assigned to you, go at it with a determination to perform it with the very best of your ability. If it is possible to reduce the successive performances required to complete the process for which you are responsible, do so with a will. Let your arms and hands become perfect ma-

chines, but I beg of you to realize that a small part only of your brain is needed to take care of these motions. That part, called the cerebellum, will direct your arms, hands, and eyes in the proper routine, and may without danger become machine-like in its regulations of your routine work.

Now there is the main part of the brain, the cerebrum, which must not, under any circumstances excepting when you are asleep, be allowed to lie dormant, for this is the place where reason itself is enthroned. It requires no other rest from its proper and alert duties of keeping watch over your best interests and remaining on the constant outlook for opportunities to make you happier and your friends happier through you.

One Less "Mind" Is One Less "Man."

Your brain—perhaps we ought to call it your mind—ought not to become *mechanical*. You may, under certain circumstances, allow every other part of your being to relax into and adapt itself to its immediate environment, but you must, if you would be happy, keep your mind free from any clock-like thinking. Just the day on which a man's mind sinks into mechanical thoughts, just on that day there is one less man in the world.

Are you suffering from thought paralysis?

Up! my friends, if you are; don't let your enemies rob you of the only thing which distinguishes you from an animal. Men may be driving you like slaves. Masters, creditors or competitors may be crowding you hard, but don't for one moment lose your strong grip on the fact that you have a mind that is your own, which cannot, against your will, be controlled by any human power.

Remember that it is in this one function of the entire body that all the substantial differences between men are found. And remember that your Maker gave you a mind, but the successful development of it depends upon no one but you. You alone are responsible for your present state of mind. Did you ever notice that brainy men do not remain stationary long? They move upward in the business world as if by some invisible power. Is it too much to say that your present position in life depends largely upon your state or condition of your mind?

Isn't this a most wonderful fact? Think of it! Are you despondent, discouraged? Your mind, if rightly directed, will raise you from your lowly place. Are you in fear of your master? Remember that he cannot or-

der your mind. The power and greed of those possessed with desire for our ruin cannot enter into that realm in which we alone are in supreme authority. There we are, or ought to be, kings.

Brain Must Be the Master.

In whatever walk of life you find yourself struggling, whether president or porter, mechanic or miner, clerk or cook, remember that you have never subjugated your mind by any contract, express or implied, to him who now may seem to be your master.

If your brain be dulled, bestir it! You may without knowing it be *his* master. Cultivate those qualities of mind which are available to even the poorest person. Raise up in your own body a character which may not be dominated—such a character as will tend to take you where you rightfully belong—side by side with the other active minds in the world.

In the meantime, if you are now employed by others, until you are able to manage a business of your own, remember that you should faithfully and cheerfully perform the task assigned to you by your employer. It is your right and his right to agree as to what you shall do and how it shall be done. So long as you remain in his employ you ought to recognize the scope of his authority without question, and be loyal to him and his interests.

Brain Organs May Be Strengthened.

But, while faithfully attending to your duties, no force, moral or legal, can compel you to refrain from growing a stronger brain power. Refuse to allow the best part of your brain to become monopolized by the machinery process. Keep your mind open and constantly exercise it with education, as an athlete develops his muscles, and you will, as he does, find a place on the "team."

If the control of industries in our vast country is becoming more and more centralized in the hands of a few men, it is because they are men of brains—brains which may not be one whit better than yours, but brains which they have cultivated until, like trained athletes, they are tumbling others less able right and left in their rush for the goal.

Up! I say, and go in training that you may raise your heads among the rulers of the world. Dig up your buried talent and put it to some use. Raise your bowed head and say with determination, "There is one *more* man in the world today!"

A Veteran Traveler Finds Delight In Friendship of Rotarians

TICKLE, BELL & COMPANY.

MAHOGANY, AMERICAN LUMBER AND GENERAL BROKERS,
LIVERPOOL, ENGLAND.

3rd February, 1914.

CHESLEY R. PERRY Esq.,
Chicago.

My Dear Mr. Perry:

I was very much pleased to receive a copy of your portrait and thank you for remembering me among your many friends.

I want you to kindly spare no space to express my heartiest thanks for the great kindness and hospitality I received when visiting the Rotary Clubs in the various cities on my American itinerary in November and December of last year. I was present at the dinners of the New York, Buffalo, Detroit, Chicago and Indianapolis clubs and called on the officials of the Boston, Philadelphia, Grand Rapids and Toronto societies. At each of these points, though an entire stranger and a very recent recruit in Rotary, I was received as an honoured friend and the kindness I received was almost overwhelming. These visits made my thirteenth journey to the United States the most delightful of all and full of the happiest memories.

Last week I had the pleasure of addressing the monthly meeting of the Liverpool Rotary Club on my experiences of American Rotary. I think I succeeded in awakening fresh interest in the movement, and hope that my words will help to increase the already kind and fraternal feeling existing for our fellow workers on the other side of the Atlantic.

I had hoped to visit the Clubs in Cleveland, Cincinnati, Toledo, Dayton and elsewhere, but a rather serious break down in health brought doctors' orders to abandon my journey and get home as quickly and quietly as possible. The voyage to England did me considerable good and I am now, little by little, gaining ground, I will however have to go slowly for some months.

Trusting that you are well, and with kindest regards to you and the many friends I made, I am,

Yours faithfully,

GILBERT Y. TICKLE.

The Purposes of an Audit

By Alex A. Hart

(Member of the Houston Rotary Club)

THE purposes of an audit are four in number: first, the detection of fraud; second, the verification of the mechanical correctness of books and records; third, the discovery of error in principle; and fourth, the revising of accounting forms and methods in such a manner as will cause them to show clearly and concisely the information that they contain, in order that this information may be used as an accurate guide to future conduct.

I will endeavor to explain briefly these purposes under the divisions just named.

In the investigation of books or accounts where fraud is suspected, but not discovered, it is necessary that the auditor study the entire system of accounts used, that he may locate any weak spots, endeavoring to determine where he could take advantage of the concern if he were in the place of the bookkeeper or cashier, and desired to take advantage of any opportunity to abstract money or merchandise with the least possible chance of discovery.

To aid in locating the most ingenious frauds, it is necessary to study and analyze the various accounts, in order to determine whether there is not some one of them that is either abnormally large or small, as the general experience is that in cases of this kind, the entries and falsifications are confined to one method. For instance:

In the spring of 1908 I was consulted by the president of a large and apparently flourishing bank in central Mississippi, whose statement showed at the close of business the previous day that it had on deposit in Chicago, New York and other cities, approximately \$60,000, subject to its sight draft. These accounts were six in number, and varied from a balance of \$2,000 in one to \$24,000 in another. The bank president stated that for some unknown reason one of their drafts for \$500 had been protested in New York for non-payment, while their records showed that they apparently had on deposit in this particular bank something over \$2,000. His suspicions were aroused and he requested that I at once place some one on the accounts in order to test their accuracy; with the result, I regret to state, that within a comparatively short time defalcations aggregating such a

large amount were discovered as to necessitate the closing of the institution.

The methods employed by the man responsible for this condition were uniform, and were discovered through the application of the system above mentioned, namely: In examining the accounts, sometimes hurriedly, for the purpose of selecting for a detailed analysis any that might appear abnormal, I selected four of the six bank accounts just mentioned, all of which indicated large balances on deposit, but which were in localities where the bank had little or no use for funds at that particular time, while the balances where the funds seemed to be needed were apparently entirely too small. The analysis of these accounts disclosed practically all of the defalcation.

From the foregoing, it might be inferred that the detection of fraud is the most important purposes of an audit, but, while it is important, it is by no means sufficiently so to engage the time of the large number of accountants now practicing in the United States.

The verification of the mechanical accuracy of accounts is of the least importance of all the purposes of an audit, and requires little or no more technical knowledge than the thoroughly good bookkeeper possesses. It is essential, however, as the data, upon which an auditor's conclusions are based, must necessarily be correct to start with.

In correctness of books and records, while often the result of fraud, is not necessarily an indication of anything worse than incompetency or carelessness. Oftentimes it is due to the fact that the bookkeeper is called upon to do more work than he is capable of doing, and, consequently, is forced to work too hurriedly.

When books are in balance, it is really no sign that they are correct, although this is often argued by business men to be a sufficient reason for not having an audit made. Nearly every bookkeeper has a knowledge of instances in which a trial balance was apparently correct, while at the same time there were offsetting errors causing the accounts to indicate anything but the true condition, which, as far as the trial balance was concerned, had neutralized each other.

It is often the habit and custom of the bookkeeper, and some business men, when their trial balance contains an apparently small error, to write it off as too insignificant to lose any time over. This is a dangerous practice, for it is not at all unusual to see an error of a few cents develop into off-setting errors of hundreds of dollars when the proper method of verification is applied.

As a rule, the auditor should require that an accurate trial balance of the accounts he is requested to audit be furnished him, for the reason that the work incident to preparing these trial balances is purely mechanical in its nature and he feels that his client cannot afford to, nor should he be called upon, to pay professional fees for work of this character.

When the auditor discovers errors of principle is when he is called upon to do his best work, and, as a rule, is where his greatest troubles lie; for often these errors arise from no wrong intent, but from sheer ignorance, and at other times by the desire to make the operation of the business show up as good as possible. It is a hard thing, as a rule, to make the office manager, or the owner of a business, see that this course is decidedly a wrong one.

When the errors arise from honest ignorance, the auditor usually finds with it an absolute incapacity to understand any explanation he may make of the true principles involved. If the error is made through a desire to increase the apparent profits, the auditor is often seriously handicapped by the manager's declining to give up this method, his position being that to do so would reduce the profits of the current year when compared with previous years, and probably endanger his standing.

At the same time, it is vitally important, in fact, absolutely necessary, that correct ideas should be held in all matters affecting the calculations of profits. The failure to carefully discriminate between apparent and real profits will, almost without exception, lead men to take steps that will eventually bring disaster.

One of the most common errors of principle discovered by the auditor, is the charging of operating expenses to capital account. By this is meant that instead of including such items, say, as repairs and renewals of buildings or machinery as an expense, they are added to the value of these assets shown on the books, thus increasing them abnormally and causing the book value of these assets to show often largely in excess of their real

value to the business; and still another error of this kind is the failure on the part of many business men to calculate and charge against the year's operations the wear and tear, or depreciation, which is continually taking place in all assets, with the possible exception of real estate. By real estate is meant the actual land, not any improvements which may have been placed on it.

The fourth, and by no means least, of the objects of an audit, is the revising of accounting forms and methods in such a manner as will cause them to show more clearly and concisely the information they contain, in order that this information may be used as an accurate guide to future conduct of the business.

In an address, delivered before the Cleveland (Ohio) Chamber of Commerce, on the subject of "Accounting as a Basis for, and a Measure of Efficiency in Business," on February 18th last, Mr. Carl H. Nau, C. P. A., said, in part, as follows:

"In the every-day detail of office routine, it very often happens that a business house will conduct its affairs along lines which, almost imperceptibly, yet very surely, have become superannuated, and, therefore, wasteful in many ways. The management may be, indeed often is, wholly unaware of the fact that these methods need a thorough revision, and the result is that, instead of steadily advancing, the business will drag along year after year, barely paying expenses, or, at most, making but a small fraction of the profit it should earn."

It is in connection with conditions of this kind that the competent auditor and accountant is able to be of possibly the greatest benefit to his client, through bringing about the needed thorough revision, by placing the accounts and methods of keeping them in such a condition as will permit the management to receive at short intervals reports from the accounting department, indicating the exact progress of the business in all its departments. This applies whether the business under consideration be a small retail store, or a large manufacturing plant, or, again, a transcontinental transportation company.

Mr. Nau says further, and this is often the case:

"There is an involuntary aversion to relinquishing those former customs and methods under which success by its founders was achieved, but, as Emerson says, 'Concerns which adhere to primitive types are foredoomed to death. They rarely outlive the

original founders. It is almost a miracle of succession if able individuals are found to direct them.'"

One of the most dangerous conditions in modern manufacturing business is caused by inadequate or incomplete knowledge of what constitutes the detailed cost of producing the manufactured article and distributing it. The result of this is that often prices are quoted, or contracts entered into by the management which, on their face, indicate what seems to be a good profit, but when deliveries are made and total cost compared with the amount received, the expected profit vanishes, and in its place a loss of greater or less amount is sustained.

Such losses, and many others of largely similar nature, often involving serious results, can be easily avoided by the adoption of modern manufacturing cost systems in the factory and office, through which the management of the business can, at all times and without

delay, secure comprehensive, concise and thoroughly clear statements of every detail that forms part of the cost of production of the manufactured article, and its distribution.

Under these conditions, when quoting prices or making contracts, the management *knows* precisely what price can be made which will insure a reasonable profit, and thereby effectually overcomes the risk incident to the old hit-or-miss policy heretofore mentioned, and avoids the method of accepting work just to secure the contract, without knowing in advance whether or not a reasonable profit will be made.

In conclusion, therefore, it may properly be said that the principal and most important purposes of an audit are the detection and correction of errors of principle, and the revising of accounting forms and methods, for, with few exceptions, when this work is properly done, direct benefit will be derived and the result of it shown by increased profits.

An Editorial

By the way, do you read THE ROTARIAN? What is THE ROTARIAN? Well now, wouldn't that get yuh? THE ROTARIAN is the handiwork of the secretary of the International Association of Rotary Clubs, Mr. Chesley R. Perry, and who, by the way, is editor-in-chief. In other words, it is the mouthpiece of the organization and is a unique and classy periodical issued monthly by Mr. Perry and his understudies. This periodical is mailed to every member of a Rotary club. And why? Because it is the only medium through which we may get a view of other Rotary clubs. We can see what they are doing. We can ascertain how many other cities are in the Rotary wheel and with this knowledge, it makes us feel bigger because we know we are members of a magnificent international body of men who have for their slogan "He profits most who serves best," and it is an honor to boast of a membership in such an organization. Therefore, read your ROTARIAN. Read the instructive articles written by other members. Read the club notes, that is what the others are doing. Read the advertisements. Read the entire magazine. Don't read it in a day; don't try to, you haven't time, you have a whole month to read it, so read as much as you can at a time. BUT READ THE ROTARIAN.—By DE-KOR-SEE in "Live Steam" (Pittsburgh).

Thank you, Leigh, thank you and Amen!

The Flaws in Henry Ford's Plan

By P. O. Pedersen

President of the Linograph Company and Member of the Davenport Rotary Club

In publishing an article on Henry Ford and his profit-sharing plan in the February issue of THE ROTARIAN, we invited our readers to contribute opinions on the feasibility of such a philanthropy, to prophesy on the immediate and ultimate results. Mr. Pedersen has accepted the invitation.—The Editor.

IN THE February ROTARIAN, Mr. Burton wrote an article in which he defended the action of Henry Ford, in distributing \$10,000,000 among his employees, raising the minimum wage in the Ford factory from \$2.34 to \$5.00 a day, and decreasing the working hours from 9 to 8.

I am quite willing to concede that Henry Ford is a great manufacturer and philanthropist, and that he is an idealist as well, seems quite plain.

I do not wish to convey the impression that I impugn Mr. Ford's motives in any way; nor that I am going to charge him with ulterior designs in any direction. I am ready to concede that he acted according to his best convictions.

However, I deny that Mr. Ford had any moral right to do what he did in the way he did it, for there is, in my opinion, grave danger that he "started something" that cannot be completed and which will cause more dissatisfaction than prevailed before the plans were announced.

It seems to me the only reason Mr. Ford could assign for distribution of the surplus earnings among the employees, the raise in wages and shortening of hours, would be that he wished to benefit his fellow men. Mr. Ford has evidently forgotten, that "man does not live by bread alone," and lost sight of the fact that this distribution is in fact nothing more or less than philanthropy or—charity.

Everybody will agree that those who were employed by the Ford Motor Company must have been receiving about the average scale of wages—or more—or they would not have remained in the employment very long. It is therefore idle to say that they are entitled to the surplus now found in the treasury, for they have received all they have expected, or as much as they could have earned at the same class of labor elsewhere.

That being the fact it is plain that any accumulation of surplus in the treasury of the Ford Motor Company is not due to un-

der-paid employees; but must be the result of an excessive profit on the manufacture of the Ford automobiles and the surplus has been taken, not from the employee, but from the consumer, who is the ultimate source of all surplus or profit.

It was wrong for Henry Ford to distribute this surplus among the employees of his factory, for by doing this he created an unrest among the employees in the entire manufacturing industry. He created the hope in the minds of a great many that other factories would follow the lead and do likewise, and while this might be pleasant for a few of the employees it will not solve the problem of social justice.

Just suppose all factories should follow his example and vote to distribute a certain portion of their earnings. We would soon discover that in many industries the profits are small, and the amount that could be distributed so small that each employee would receive little or nothing as his share, while now he is receiving the same wages for his work as in the factories where large profits are reaped. The result would inevitably be dissatisfaction and disruption of organizations.

Then, too, what self-respecting man desires to be an object of charity or philanthropy? Is it not inflicting a moral injury upon these men to arbitrarily distribute the abnormal profits among them in this manner? Is it unreasonable to suppose that they will soon come to feel that it is nothing more than their right to receive this surplus, and what will happen if somebody succeeds in building a good competitor to the Ford automobile and thereby materially reduces or completely wipes out the profits?

How can a man be reconciled to work for a concern where there is no surplus to divide, if the factory across the street is making a handsome profit and is dividing this among its employees? Will not this dissatisfaction prove as troublesome as what we now have to contend with?

It seems to me that if a distribution must be made the consumers of the product—the buyers of the Ford automobiles—were more nearly entitled to the surplus than any other group, for this is where the surplus originated, and there are nearly twenty times as many as there are employees in the factory. The buyers of the Ford automobile not only made the surplus, but made possible the im-

mense growth of the Ford Motor Company and the employment of the 26,000 workmen.

Finally, if Henry Ford and his associates made this distribution in an effort to promote social justice, then how can they reconcile the fact that they individually are receiving thousands of times more in the distribution than even the most favored among their employees?

Editorial Observations on the Ford Plan

Contributed by George E. Hardy of Toledo.

(Former President Rotary Club and Now Secretary Commerce Club.)

Ford's Obligation to the Unemployed.

With his shouts of philanthropic exultation still filling the air, Ford, the Detroit automobilist, sees before him an army of destitute and starving unemployed, their distress aggravated into shocking suffering because, on the coldest day of the year in that city, his men have turned the hose on thousands of frantic men who rushed the works that they might secure warmth, if not a position.

What a pity it is that Mr. Ford could not have been governed in his philanthropies by the same wise, far-seeing judgment that has made him many times a millionaire. How sad it is that he—a man who has fared much better than the average capitalist of this great land of wondrous opportunity—could not have seen what others plainly saw, that he might have gone about his laudable efforts for profit sharing with his employees without jarring the economic fabric and shaking out of its folds tens of thousands of unemployed and dumping them in front of the factory that could not by any possibility have cared for them.

Some may say that Mr. Ford is not accountable for the number of men out of work in the United States. True. But should he not be held responsible for the presence of so many of them in Detroit?

His declaration that he intended to upset the basis of present business values in employment by fixing a minimum wage scale of \$5 a day was an allurements to every man out of employment, and with no prospect of being cared for in the immediate future. Did he not announce that he purposed to add 4000 men to his working force?

Can any man escape the moral responsibility for great distress when that condition is in a great part brought about through his own act, no matter how high his ideals may be. Is it not the obligation of man toward his lesser fortunate fellows to so conduct his business that he at least does not injure if it is not within his power to uplift and benefit? How much greater is the moral responsibility upon those who pose as the philanthropic marvels of the age.

About the best use Mr. Ford could make of his overabundance of wealth would be to provide temporary relief to the unemployed now camped about his works and then prepay their way to their respective homes.

An eminent man once declared that "our sufferings come, not so much from our enemies, as from our well-meaning but foolish friends."—The Syracuse Journal.

Industrial Justice.

Henry Ford's gigantic plan for an eight-hour day and a minimum wage of \$5 per day has been given the notice it deserves, but our journalists miss one of the more important economic points of it. The facts seem to be that the plant has been built out of earnings and that no securities have been sold to the public. The capital stock is \$2,000,000 and there are no bonds. How foolish and wrong this must appear to the average Wall Street "operator" when he notes that last year's profits were about \$35,000,000! On this earning power as a base our talented "financiers" would easily build you a capitalization of at least \$400,000,000. They would issue and reissue, sell and resell, incorporate and reincorporate and concoct the old hodgepodge of preferred and common, bonds and debentures,

holding companies and supply companies, that is so familiar a sight in our business history. The sponge of "securities" and "rights" which could easily be devised would absorb even these enormous earnings as the Sahara Desert sucks up the babbling brook. The business would stagger along and labor would be paid the "market rates" of wages. This is where Henry Ford is "utopian." He has refused to burden a great enterprise with the false and parasitic capitalism which has blighted so many of our railroads and mills. The business is enormously successful so that the results are startling, but Mr. Ford's great departure lies in that he has given the enterprise the benefit of its own power. In doing so he has shown us what the business of the future is to be like.—Collier's Weekly.

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Extra Special From Houston

(Via Night Lettergram.)

THE ROTARIAN,
910 Michigan Ave.,
Chicago, Ill.

"Houston, Texas, February sixteenth. We are here for Executive Committee meeting and want all Rotarians to know our gratification over plans and preparations for entertainment of Convention in June. Nothing has been misrepresented or exaggerated. Houston is a wonderful city and her people are worth crossing a continent to meet. Back of her stands all Imperial Texas with arms outstretched to welcome the Rotarians of the world. We know because we have been welcomed. (Run this in March issue if possible.)

"RUSSELL F. GREINER.

"CHESLEY R. PERRY.

"FRANK L. MULHOLLAND.

"W. J. BERKOWITZ.

"JESSE M. TOMPSETT.

"CHAS. A. WILLETS."

Auditors' Report for Period Ending 30th June, 1913

BARROW, WADE, GUTHRIE & CO.

CERTIFIED PUBLIC ACCOUNTANTS.

MONADNOCK BUILDING, CHICAGO.

29th November, 1913.

The Board of Directors,
INTERNATIONAL ASSOCIATION OF ROTARY CLUBS,
910 Michigan Avenue, Chicago, Illinois.

Gentlemen:

In accordance with your instructions we have made a careful audit of the books and records of the INTERNATIONAL ASSOCIATION OF ROTARY CLUBS for the period from 10th August, 1912, to 30th June, 1913, and find that the transactions for the period resulted as follows:

Total Income.....	\$5,780.81
Total Expenses.....	6,005.47
Excess of Expenses over Income.....	\$ 224.66
Add—Excess of Obligations over Resources, 9th August, 1912.....	31.76
Excess of Obligations over Income 30th June, 1913.....	\$256.42

The business of The Rotarian Magazine during the period, and included in the Income above stated, resulted in a Gross Profit of \$47.16, after charging cost of production, circulation and all other charges (except no portion of office rent and furniture expense, or the services of the Editor and Business Manager), as per THE ROTARIAN Profit & Loss Account attached.

We examined the semi-annual reports of the various Rotary clubs, and sundry other data relative thereto, and found that the membership, exclusive of Great Britain and Ireland, stood on the dates shown, as follows:

1st September, 1912.....	5,684 members
1st March, 1913.....	7,613 members

Increase from 1st September, 1912, to 1st March, 1913...1,929 members
as per Statement of Membership and Per Capita Tax attached.

In addition to the accounts on the books of the International Association of Rotary Clubs, we examined the Bank Pass Book and paid checks of Glenn C. Mead, Trustee of the Rotary Extension Fund. The balance unexpended in this fund on 8th September, 1913, was transferred by Mr. Mead's check to Russell F. Greiner, President, International Association of Rotary Clubs.

We found all the books and records in good order and while the office detail work has very much increased we experienced no difficulty in fully performing our duties, in doing which we had the best co-operation of Secretary Perry and his staff.

In the course of our audit we verified the correctness of the Income from the Per Capita Tax by comparing the various clubs' semi-annual reports of membership with credits taken on the books, as per the attached Schedule of Membership; prepared the schedule herewith of all subscriptions to THE ROTARIAN; tested, to our satisfaction, the postings to the Ledgers; reconciled the Bank Account kept in the Union Trust Company Bank; vouched all the disbursements by the paid checks and made sundry other tests of the accuracy of the books; and found everything contained in the statements herewith to be borne out by every accessible evidence.

We attach hereto the following statements:

Resources and Obligations,	Membership and Per Capita Tax,
Accounts Receivable,	Emblems and Buttons Profit & Loss,
Accounts Payable,	THE ROTARIAN Profit & Loss,
Income and Expense,	Subscriptions to THE ROTARIAN.
all of which is	

Respectfully submitted,
(Signed) BARROW, WADE, GUTHRIE & CO.

P. S. The "Editor" apologizes to the "Secretary" for not having gotten this report in either the January or February issues of the magazine. The delay in publication was accidental and the "Editor" assumes all the blame.



This Month's Topic: The Membership Badge.

In preparing data for the Round Table discussion for March, the contributors studied the following questions:

What kind of membership badge should be worn at the meetings?

Should it include the business or profession as well as the name?

Should it be large enough to be readable across the table?

Should it be even larger so that it may be read across the room?

Who should be responsible for the safe-keeping of the badges—the secretary or the individual members?

USE OF MEMBERSHIP BADGE INCREASES ACQUAINTANCES.

"My face is my fortune" is the line in the nursery rhyme, but it does not hold good in business and should not in Rotary. By all means wear membership badges at your meetings. Many remember names where they do not recall faces and many can recognize faces and not bring to mind names. The badge makes the combination complete. Nothing is more confusing than not to be able to recall a name.

New members are being constantly admitted to Rotary. They should be made to feel at home and nothing helps so much as to be able to address fellow Rotarians by name. It takes weeks and perhaps months to get acquainted unless the fellows wear badges, because the whole membership of a club never get out at one time and if they did and the introduction of the new member were complete, he could not remember all by name.

Acquaintance is fundamental to Rotary. Everything that would increase and intensify it should be done. Wear a badge. It should be on a linen-backed card of either round, oval or triangular shape and should include business or profession.

"He profits most who serves best." Then give each member opportunity to serve by making him thoroughly familiar with his Brother Rotarian's line. Large enough to read across the table would be sufficient and would lend just a touch of dignity that would not be in case it were readable across the room. Where clubs have an acquaintance committee, it should have charge of the badges; where they have no such committee some one else should be appointed. The secretary, if he is on the job, will have enough to handle at all meetings and should not be encumbered with this work.

GEORGE W. BAHLE, *Baltimore, Formerly Vice President Rotary Club of Richmond.*

SEATTLE CLUB KEEPS ATTENDANCE RECORDS FROM BADGES.

The badges used by the Seattle Club are circular in shape, four inches and a half in diameter, and the letters of the member's name and his classification measure about half an inch, which makes

them readable across a large table. These badges bear the name of the member and the name of the company which he represents, and if the company name does not signify the line of business this is also put on the badge. On each badge is a pin attachment so it can be readily pinned on the lapel of the coat.

In answer to the question, "Should it be large enough to be read across the room?" I might say that this would hardly be necessary, if the lettering can be read at a distance of twenty feet it seems all that is necessary.

The responsibility for the safe keeping of the badges is placed upon the secretary, and we handle the matter in the following manner:

We have a case in which these badges are placed in alphabetical order. When a member arrives at the luncheon, he must go to this case, get his badge, and pin it on his coat. Upon leaving the room he places the badge in a large box which he finds at the exit, and the secretary takes the attendance from the badges found in this box. He then returns the badges to their proper places in the case so they will be ready for the next meeting.

We have been using this system for the past seven months and we find that it works very nicely. We had tried several methods of taking care of the badges but always had some trouble. This system, which we now use, makes it imperative for every member to wear his badge if he cares to be marked present at the meetings.

W. A. GRAHAM, JR., *Secretary Seattle Rotary Club.*

BADGES SHOULD BE LARGE ENOUGH TO BE READ ACROSS THE ROOM.

Membership badges should be sufficiently large to be read across the room and should contain the name of the man and his business or profession—his name being more prominently displayed than his business or profession.

These cards should be arranged alphabetically on a large board at the luncheon room—a duplicate of the designation card being placed permanently on the board. This does away with the necessity of indexing, the remembering of numbers, etc. This board might be in the nature of a display fixture.

When each member enters the room he takes his card from the board and fastens it on the lapel of his coat. When he leaves the room he hangs it on the board over the duplicate.

Four copies of each card should be printed to make allowance for some thoughtless fellow leaving the room as a "sandwich man," and failing to return so attired. A different man might be designated each week to collect fines from the fellows who do not wear their badge or fail to return it.

The shape of the badge should be rotarical. WILLIAM J. CHOWN, *Rotary Club of Buffalo.*

CONSTANTLY GROWING MEMBERSHIP MAKES BADGES NECESSARY.

"I should think that the members ought to wear something that will identify them one to the other. The membership is gradually growing in all the clubs and I feel sure that no one member can call every man by name and at the same time recall his business classification, without erring on the matter, which causes some embarrassment to one called upon to make the identification.

Badges, about two inches across, would serve to carry the name of the member, as well as his classification in case it contained one or more words."

EUGENE G. MACCAN, *Rotary Club of New York.*



BELIEVES CLUBS SHOULD GIVE CREDIT FOR BORROWED IDEAS.

There is a matter which I would like to have placed before the various secretaries by way of the Secretaries' round table and THE ROTARIAN if possible. Is it ethical for a secretary of any Rotary club to copy an original expression of an idea from the weekly notice of some other Rotary club without placing the same in quotation marks, and giving the club from which it is copied full credit? In fact, where a man takes the thought and wording of another and copies it in his weekly bulletin as though it were his own original stuff is he not imposing upon his club, and doing himself an injustice as well as the club who originated the particular thought? In other words, is this not a reprehensible act of plagiarism which is unworthy of one who professes the spirit of Rotary?

It is our endeavor in our office to give original expression to our own thought; and where we take the thought of others verbatim, we invariably label it as such. There is no personal pride or feeling in the matter only in so far as we would like the name "Oakland Rotary Club" to appear upon the weekly bulletins of other clubs as often as they desire to use our material. In fact we would not object to the mere copying of our original expression without its being labeled; but when it is carried still further, and the Rotary club is given credit on the bulletins of other clubs for ideas and expressions which they have copied from us without having given us credit, I feel that it is a matter worthy of at least being given some discussion. I do not wish to place myself in the light of being egotistical or selfish but it is simply the difference between right and wrong which is certainly worthy of consideration at all times by all Rotarians.

J. N. BORROUGHS, *Secretary Oakland Rotary Club.*

SOME SUCCESSFUL STUNTS



Straw Hat Day in San Diego.

On February 2nd, San Diego, California, instituted a unique celebration and it was such a big success that it is now to be an annual event. We call it "Straw Hat Day." The exact date was set a month ahead, which shows the confidence we have in our climate, and the fairest day in June could not have been balmier. Of course, you know we never have snow here and very seldom any frost.

Thousands of men, women and children were on parade in straw hats and summer attire, men without coats, lads in running trunks and children barefooted. It was a big jollification in which everyone patted each other on the back for having

the good sense to pick San Diego as an abiding place.

About fifty members of the San Diego Rotary Club marched behind two huge straw hats on an automobile, and other members were in line as officials or in other capacities, making a total of perhaps 65 or 70 of our 85 members.

Several motion picture concerns made films to be exhibited throughout the east, so if you chance to see this parade, please to understand that we are waving our straw hats from the shores of the "peaceful" ocean, across the snow-covered Rockies, even to the Great Lakes and to and beyond the greater Atlantic, to each of our Brother Rotarians.

G. T. KEENE, *Assoc. Ed.*

Splendid Example of Inter-club Reciprocity.

Secretary W. A. Graham of the Seattle Rotary Club has sent THE ROTARIAN some correspondence that tells a story of inter-club reciprocity that is a splendid testimonial to the Rotarian spirit of the Los Angeles club.

Secretary Graham's letter of explanation regarding the correspondence follows.

Our Mr. Kristoferson has been in California for about a year. On New Year's day we sent him a telegram containing the best wishes, etc., of the officers and members of the Seattle Rotary Club. Later we wrote to the secretary of the Los Angeles Rotary Club asking if it would be possible for him to have some of their members call on Mr. Kristoferson, and he turned this letter over to the chairman of their Good Samaritan committee.

The attached letters were sent to us by the chairman of this committee, and it is surely the most detailed report that has ever come into this office in any way. These letters show the very fine spirit in the Los Angeles club and are what count to make Rotary.

Our club has passed a resolution thanking the Los Angeles Rotarians for their most noble work and want to take this opportunity to let the officers of the International Association know what the good Los Angeles Rotarians are doing.

The correspondence referred to includes a letter from Mrs. Kristoferson, addressed to the Seattle Rotary Club and telling of the flowers sent her husband by Los Angeles Rotarians and of a personal call from Frank D. Beavis, member of the Good Samaritan committee of the Los Angeles

club; a report from the Good Samaritan committee thanking Secretary Graham for calling the attention of Los Angeles Rotarians to Mr. Kristoferson; a copy of a letter sent by the Los Angeles Good Samaritan committee to Mr. Kristoferson at the time the flowers were sent; Mrs. Kristoferson's letter of thanks to the Los Angeles Rotary Club, and the following report of the delegate appointed by the Good Samaritan committee to visit Mr. Kristoferson:

Mr. Waldo Falloon,

Chairman Good Samaritan Committee,
Rotary Club of Los Angeles.

Dear Mr. Falloon:

As per your request I called yesterday on Mr. A. Kristoferson, the member of the Seattle Rotary Club who is ill in this city, to convey, for the Good Samaritan Committee and the Club, our sympathy for him in his

illness and most earnest wishes for speedy and complete recovery.

I found him dressed, but lying down, looking extremely pale and weak and under the care of a nurse. He is suffering from anaemia, having spent six months of the year that he has been here at a sanatorium, where he was finally told that they could do no more for him. Now, however, he is improving and the nurse told me that he is out of danger and it is only a question of time and patience for him to recover entirely.

Mr. Kristoferson was too weak to talk much, but was evidently pleased that the attention was shown and also with the roses which you had sent previously in the name of the Club. I told him we will be very glad to have him meet us at luncheon as soon as he is strong enough and he said he will look forward with pleasure to doing so.

I thank you for the opportunity of representing the Club in this way and hope you will never hesitate to call upon me on any similar occasion.

Yours very truly,

F. S. BEAVIS.

Rotating Five Dollar Bill Brings \$1,875 Worth of Goods.

A rotating \$5 bill, that has purchased \$1,875 worth of goods since it started on its journey of business reciprocity, not only has boosted the sales of Tacoma Rotary Club members but also inspired a reporter on the Tacoma Ledger to dip his pen in Humor's ink and contribute the following story:

"How to spend \$5—think of it, a whole five-spot—in a barber shop in 24 hours without just throwing the money away, is a mighty problem facing Henry M. Prince, member of the Rotary club, today. By the law of Rotary he must spend that five inside of 24 hours, for it is the Rotary's five and has bought up to date just \$1,875 worth of one thing and another. Yesterday he got it from James H. Dege and passed it off unthinkingly last night on Jack McCormick, the barber shop member of the club.

"Better have your scalp touched up, Henry," suggested McCormick in sympathy. "Or maybe a shampoo and massage and some of these new perfumes on your hair."

"It sounds easy to spend that five-spot on tonsorial decorations, but try it in an honest shop. This scalp treatment stuff is all right; when you haven't got much hirsute adornment on the top of your cranium. It costs \$1. But if you've got a lot of hair like Mr. Prince, what can you do? A massage costs 50 cents in any first-class shop, and a combination massage, using the electric vibrator, runs the meter up to 75 cents. There's \$1.75 gone. A hair singe costs 25 cents. Removing moles costs all the way from 25 cents to \$1; but Henry M. P. hasn't any to remove. Total to date, \$2. Shampoos, with all the fancy use of hen fruit and lemon, can't cost more than 50 cents. Total figure on the cash register, \$2.50. Tonics for the hair run from 10 to 25 cents. A man might get one tonic put on, or one choice assortment of perfume, but if he went too strong on the costly stuff his wife would run him out of the house at night. So there's only \$2.75 spent and still some to go. A hair cut and shave could bring the total to \$3.25.

"Credit is against the rules," sighed Henry M. P. and McCormick fiendishly grinned.

"True, too true," he agreed.

"If I let you go the whole gamut on me I'll look like a steamed cheese and be fit for the doctor," said Henry M. P.

"But you've got to buy something with this five," insisted McCormick.

"It is reported that Henry M. P. was finally led to a chair for about three hours' work and that

he solved the difficulty by deciding to get up early this morning and pay a barber extra for overtime work on Sunday.

"The five-dollar bill of the Rotarians has had a great history. It is the only bill in this city at least that has bought 375 times its face value of goods and seems likely to buy that many times more its face value and then some. And yet there are some members of the club to whom it has never gone.

"We'll get 'em yet," howled Mr. Prince last night. "We'll have revenge and make some poor sucker wish the bill off on 'em."

"First, there is A. G. Browne, of an iron works company. He hasn't had the bill. 'For who wants to buy cart wheels?' sighed Mr. Prince.

"Five dollars wouldn't go a long way in an iron foundry, unless a man bought a small pair of iron ear rings for his wife, or a chunk of iron big enough to kill any cat that volunteered a midnight serenade.

"There's G. E. Raymond, head of a scavenger company. Some of the Rotarians want to wish the \$5 bill onto him, but who wants to buy \$5 worth of refuse? It may be necessary to start a hog business in order to 'stiek' Mr. Raymond.

"G. E. Cooper of the local club handles a baby food. He makes it. But then you've got to have a baby to buy \$5 worth of baby food. Some of the club have seriously considered the advisability of renting a baby long enough to make use of the food, but advertisers of babies to rent have been scarce.

"James R. Thompson sells suburban acreage. One can imagine the grand slice of acreage near Tacoma that one could buy of Mr. Thompson for five seeds. It would be large enough for a canary bird to stand on without moving.

"One member of the club, Leavenworth Kershaw, is in the dredging business. In order to find out how to spend \$5 with him it has been estimated by some of the club members that a man should go three days without food, then climb to the top of a tall tree at midnight and look over his left shoulder. By the time he is ready to descend it is thought his mind will have been placed in the proper intellectual condition to solve the problem. Mr. Kershaw is willing to dig up the whole bay if necessary, but \$5 wouldn't pay for very much of it, and if it did pay for a shovelful of dirt, what would the buyer do with it?

"In the meantime Mr. Prince is sampling all the latest styles and innovations in the gentle art of tonsorial tonsorias."

Portland Rotarians Meet in School House.

A meeting held in a school house and luncheon served by the girls of the domestic science classes were two innovations enjoyed by the members of the Rotary Club of Portland, Ore., recently. The Portland Journal reviews this novel gathering of the Rotarians as follows:

"The Rotary club had luncheon as guests of the girls of the domestic science classes at the old Lincoln high school last Tuesday and were so impressed with the quality of training which the ability of the young ladies to cook and serve delicious viands, to design and make beautiful and useful dresses and hats, and to furnish a completing touch of excellent music, that President Cooper said yesterday:

"We're going to get back of the trade schools. Every Rotarian will do his best to secure appropriation for and the building of a new trades high school in this city.

"When I think of the results obtained by those girls using make-shift equipment in a building long abandoned, as unfit for ordinary school purposes, I am amazed. Our boys and girls who are learning how to do the practical and valuable things ought to have more encouragement. And I think when the merit of the work and the need of

equipment is set properly before this city's parents they will get the new building."

"The Rotarians had the feeling of return to school. This was not altogether because each speaker addressed the president as 'Please, teacher,' or because D. L. Williams smilingly consented to continue wearing the tall dunce cap set on his head, but because it was such a scientific luncheon.

"After R. L. Sabin and Dr. E. A. Sommer, of the school board, and former Superintendent Rigler had made their speeches, Mrs. A. Alexander, the principal, conducted what she called a walk-about. Some of the young ladies had removed the white serving dresses, the work of their hands, and donned self-produced hats, gowns and cloaks that were creations and achievements, blushing presenting themselves and their work for inspection, and being rewarded with applause of sincere enthusiasm.

"Then Principal Cleveland, of the trade school, conducted the Rotarians past the exhibits of sewing and the enticing kitchens to the Atkinson school for manual arts where boys are engaged in doing work fully as remarkable in its way as that which the girls are doing, and the feeling of all was that it deserved its own day for inspection."

Davenport Rotarians Play Role of Solons.

The annual meeting and election of the Rotary Club of Davenport, Iowa, held at the New Kimball Hotel, January 26, was turned into a mock meeting of Congress. A. F. Dawson was elected speaker. It was with the greatest difficulty that he managed to maintain or rather restore order. All the members were arranged at tables in accordance with their state nativity. Over a dozen states were represented in the membership.

Bills, petitions and motions, humorous styled "notions" by the speaker, were presented in abundance. The meeting was kept in an uproar throughout the entire session.

The occasion was also Speaker Dawson's birthday. In honor of the occasion he was remembered

with a handsome floral offering by his fellow members, the presentation being made by Secretary Oswald Becker. M. F. Cronin of Muscatine, secretary at Washington to the late Congressman Pepper, was introduced and delivered a few appropriate remarks.

In the annual election there were three rival tickets in the field. These were the Rotary, Pretzel Alley and Prohibition.

There was considerable activity among the campaign managers and "tainted" money of all colors, was declared legal tender in the purchasing of votes. Howard W. Power headed the Rotary ticket, Frank A. Hetzel the Pretzel Alley ticket and Charles T. Kindt the Prohibition ticket. The former won out, as did all his associates.

AN APOLOGY TO HOUSTON

Houston, February 10, 1914.

EDITOR THE ROTARIAN:

Your heading in last issue "Important If True" as applied to our paragraph about hotel rates is unfair and unjust in its suggestion. Let me repeat: *The Houston Rotary Club, through its Hotel Committee, guarantees absolutely no advance in rates at the convention in June.* I suspect that you stuck that heading on just to attract attention but we don't want any possibility of a misunderstanding by anyone. Hotel reservations are being made every day and every club ought to get in touch at once with our Hotel Committee Chairman, W. A. Reynaud, 307 San Jacinto St., Houston.

That's it, Bob, we just wanted to make 'em read the paragraph. Sorry we hurt anybody's feelings.—The Editor.

Progress in Rotary Extension Work.

AKRON (Ohio).

Permanent organization was completed on the 17th of February. Are starting off with a charter membership of thirty. Have expressed desire to become affiliated with the International Association. President Harpster writes "The entire membership of our club is showing great interest in the organization and it looks as though everything would work out entirely satisfactory."

CHATTANOOGA (Tenn.).

Permanent organization was effected on January 7th. Secretary Fitzgerald has been called out of the city and Mr. C. J. Haley is now acting secretary. He writes that the club is starting out in good shape and will make application for affiliation with the International organization just as soon as matters are perfected. The officers are:

President—W. B. Schwartz, 716 Market St.
Acting Secretary—C. J. Haley, 810 Chestnut St.

LITTLE ROCK (Ark.).

The Rotary Club of Little Rock was permanently organized the early part of February. The Little Rock Rotary Club will hold weekly meetings and from time to time as the organization expands in membership, luncheons and dinners will constitute a part of the plan of the Association for good talks and also for discussions as to methods in which civic development may be propagated by the club. They are desirous of affiliating with the International Association. The officers are:

President—C. M. Duncan, State Bank Bldg.
Secretary—S. M. Brooks, State Bank Bldg.

MACON (Ga.).

On January 14th President Hancock writes us that the mist is clearing away from their eyes and they are beginning to see Rotarianism in its true light; that the club is progressing nicely and will soon apply for affiliation with the International Association. The officers are:

President—Jno. W. Hancock, Mgr. Atlantic Ice & Coal Corporation.
Secretary—W. G. Billings, c-o Whitehead & Hoag Company.

NORFOLK (Va.).

Secretary C. J. Mains writes that upon receipt of their incorporation papers from the State, the club will at once hold a meeting to take up the matter of affiliation with the International Association. The officers are:

President—T. Gray Coburn.
Secretary—C. J. Mains, c-o Monticello Hotel.

PHOENIX (Ariz.).

Secretary Kantz writes, "As our charter membership of 30 is complete the board of directors has authorized me to write you that we desire to affiliate with the International Association as soon as possible and we will be pleased to receive a communication from you directing us as to the manner of procedure." The necessary affiliation blanks

have been forwarded to Mr. Kantz. Mr. Kantz also writes that "the boys are all very enthusiastic and at the last noon day luncheon we had 75 per cent of the membership present." The officers are:

President—A. A. Betts, T. P. & F. Agt. A. T. & S. F. Ry.

Secretary—Paul S. Kantz, P. O. Box 885.

SCRANTON (Penna.).

Permanent organization was effected on January 28th. Mr. V. Clement Jenkins, a member of the Reading Rotary Club, is responsible for the organization. President Wm. F. Forster stated that they were desirous of affiliating with the International Association and asked for necessary application blanks. Same have been forwarded to President Forster. The officers are:

President—Wm. F. Forster, 6 Burr Bldg.
Secretary—Walter S. Buck, 306 Peoples Nat'l Bank Bldg.

SHREVEPORT (La.).

Temporary organization was effected on February 6th. Will hold another meeting shortly to complete organization. The officers are:

Temporary Chairman—Sam W. Mason, 219 Commercial Bank Building.
Temporary Secretary—J. B. Yauger, 515 Marshall Street.

SPRINGFIELD (Ohio).

On January 29th Secretary Webb writes, "We have had several rousing meetings and while we are making haste slowly our permanent organization is complete and we are 'down the pike' with banners flying. The President and myself were empowered to make application to join our club to the International Association." The officers are:

President—W. E. Copenhagen, c-o Bauer Bros. Company.
Secretary—Jas. S. Webb, 417 Bushnell Building.

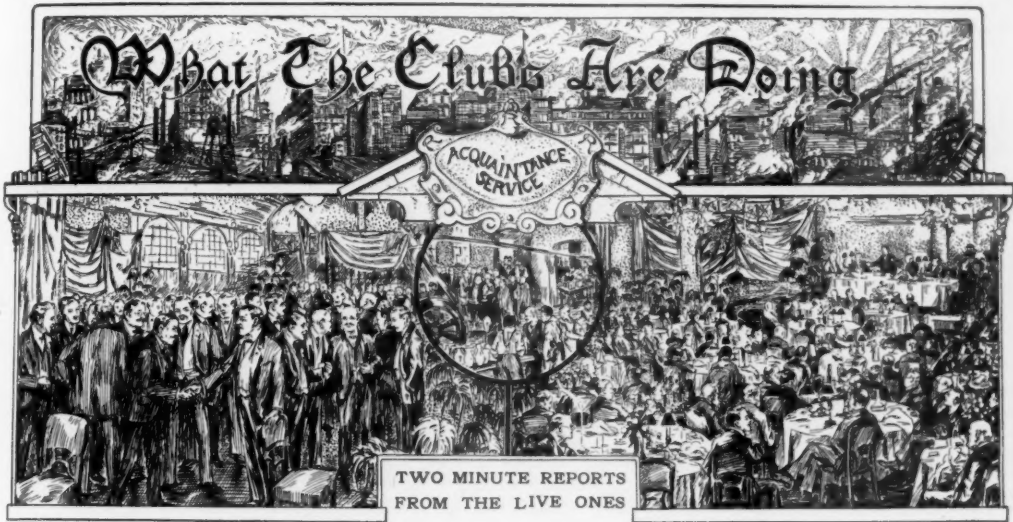
TROY (N. Y.).

On February 4th Secretary H. Ward Maclellan, wrote that a permanent organization had been effected with 31 members and that they are desirous of identifying themselves with the International Association. Asked for necessary affiliation blanks, which were sent. The officers are:

President—Samuel F. Bagg, 251 River St.
Secretary—H. Ward Maclellan, Third and Liberty Sts.

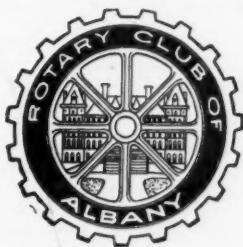
LATER: As we are going to press, the applications for affiliation of the following clubs arrive:
Evansville, Ind.
Little Rock, Ark.
Memphis, Tenn.
Sacramento, Cal.
Scranton, Pa.
Springfield, Ohio.
Troy, N. Y.

Special Reception at Houston for Delegates from All New Clubs



CLUBS OF THE UNITED STATES

ALBANY (N. Y.).



January 19 was Rotary day in Albany. Before most Rotarians awoke from their slumbers, International President Russell F. — and President Frank L. — of the Toledo, Ohio, club arrived in Albany and were met by President Ben V. — and Secretary George D. — who escorted them to the Ten Eyck Hotel for breakfast; after which, with the Albany associate editor, they called on Mayor Stevens, who presented the distinguished visitors with the keys of the city. The balance of the day was spent in sightseeing and calling on local Rotarians.

The officers of the club entertained Messrs. Greiner and Mulholland at lunch at the Country Club. At eight o'clock in the evening, the members, with their wives and sweethearts, assembled at the hotel where a reception was tendered the visitors, after which they proceeded to the banquet hall for the principal event.

At the conclusion of the feast, Toastmaster Rev. Dr. George — told the guests and members the pleasure it gave him to have an opportunity to explain to his wife why, at home, he hummed the latest ragtime songs instead of the stereotyped hymns. International President Greiner complimented the Albanians and said the older Rotary clubs would have to go some to attempt to keep pace with the eight months old Albany baby. Mr. Frank L. Mulholland captured the assemblage with his silver tongue and oratorical ability. Many

of the ladies said they would never get tired listening to such a charming speaker. International Vice-President Burton E. — of Buffalo, who arrived during the afternoon, delivered a short address. Rev. Joseph Addison, who opened the entertainment with prayer, also closed it with a brief talk, principally to the ladies. Rev. Joseph Addison is some ladies man and knows how to jolly them; his dome is crammed with interesting and funny stories—a cue to brother clubs, call on him and his associate sky pilot, Rev. George D. — and you will be well entertained.

One of our premier fun-makers is Rotarian Elwell, singist and composer. His "Rotarian Music Roll," rendered by Harry E. Cowles, Charles C. De Rouville, Henry J. McClure, and the composer, was enthusiastically received.

M. V. DOLAN, *Assoc. Ed.*

ATLANTA (Ga.).



Following a revelation of the fact that Atlanta had no hospital facilities for the treatment and isolation of contagious diseases among negroes and that white families which employed negro help were consequently menaced, the Rotary club took the lead in formulating a petition to the mayor and general council, urging that the situation be immediately remedied.

This petition was framed at the semi-monthly meeting of the Rotary club and was signed by every member present. It subsequently was signed

by hundreds of other leading Atlanta citizens, and as a result the city council has established a temporary hospital for the isolation and treatment of negroes suffering from contagious diseases.

The Atlanta newspapers commented at length on the incident and commended the action of the Rotary club.

W. B. SEABROOK, *Assoc. Ed.*

BIRMINGHAM (Ala.).

Please squeeze this night-lettergram into next issue of THE ROTARIAN magazine.

Visits to Montgomery and Memphis are among the recent activities of the Birmingham Rotary Club which is rapidly becoming known as the great missionary club of the gulf states.

New officers are: President John E. Shelby, Vice-President J. D. Moore, Secretary John C. Henley, Jr., Treasurer J. W. Donnelly, Sergeant-at-Arms Oscar Turner.

JOHN SPARROW, *Assoc. Ed.*

[Birminghamians are indeed missionaries. As Division Vice-President Shelby has gone about to preach Rotary to the Gentiles he has usually been accompanied by a loyal and enthusiastic committee from his club.—Ed.]

BOSTON (Mass.).



The chief event for the Boston Rotary Club during January was our second annual exhibition at Horticultural Hall which attracted fully 10,000 spectators during the three days it was in progress.

The following extracts from Boston newspapers give an idea of the success of the undertaking. The Transcript printed the following advance story:

"While a dozen members of the Boston Rotary Club and their guests from Rotary clubs in New York, Cleveland, Toledo, Syracuse, Albany, Hartford, Providence and Worcester were enjoying an old-fashioned sleigh ride to Concord today, carpenters, electricians, decorators and, it might be said, scene shifters were busy transforming Horticultural Hall into a miniature Mechanics' Fair.

"The exhibition, which will last through Saturday night, or as long as the convention of Rotary club men does, occupies the whole hall from the basement up. Yesterday morning the main hall and lecture hall were empty of Rotary club exhibits, but today, under the skillful operations of the Atlantic Decorating Company, a member, festoons of bunting are in place, pergolas are gay with wistaria, oak and beech leaves cover bare columns, tall palms break the sharp corners, and throughout the building there is a festive air. The lofty rooms have been reduced to parallel avenues lined with gayly colored booths, and the work of reduction, which has taken such a short time, is practically completed and the exhibition will be quite ready to open this evening."

The Advertiser reviewed the opening as follows:

"A large number of persons enjoyed the opening exercises of the second annual exhibition of

the Boston Rotary Club at Horticultural Hall last evening.

"President L. B. Winchenbaugh said that the exposition, which includes 134 separate exhibits, represents the business side of the Rotary movement and gives a slight indication of the service which the members of the Boston Rotary Club render to each other and to the general public.

"Lieutenant W. J. Keville of the Governor's staff brought the regrets of the Governor and his hearty welcome to the commonwealth of the Rotary club members from Missouri, Ohio, New York and Connecticut, who were among the large number present."

The hall was most delightfully decorated by our good Rotarian, E. W. Campbell, and all of our members said that the exhibits were better and more interesting than those made at the show last year. The secretary of the Chamber of Commerce came down and after he had been over the hall came around to the club's headquarters and expressed himself as very favorably impressed and said he was surprised to find that he had spent so much time in going around and looking at the exhibits. About 4,000 people attended the exhibition Friday, and about 5,000 on Saturday, giving us a total attendance of about 10,000. All of our members are enthusiastic over the results and are talking about another one next year, although I am inclined to believe that an exhibit every two years is sufficient. Many exhibitors claim that the time was too short and that they would a great deal rather pay a little bit more and cover the entire week.

One of the most valuable effects of the exhibition, aside from the general benefit to business of the members, is the enthusiasm that it creates among the members. It has been very delightful to hear the expressions of good-will and loyalty toward the Rotary club which came during and since the exhibition. I have noticed that the members generally are showing greater interest in the work.

RALPH G. WELLS, *Sec'y.*

BUFFALO (N. Y.).



The Commercial called it: "Another record attendance of Rotarians at the weekly luncheon. Just 216 members were present, the largest number the club has had thus far. William F. Kastling, Buffalo's new postmaster, was present.

"Movies as a substitution for addresses are becoming extremely popular among the Rotarians. At this meeting, G. H. H. Hills, treasurer of Montgomery Bros. & Co., presented an interesting as well as educational film on the production and manufacture of lumber, and on the treatment it receives from the beginning to end in the various stages of its manufacture.

"Wonderful pictures of the manner in which the big giants of the forest are hewed down and transported from one point to another by means of ridges, through which the logs are hauled by a cable run by a 'donkey' engine, were brought out

on the screen most clearly. Another method of shifting the massive logs by dragging them about through the use of a derrick was also illustrated.

"The whole process was shown, the logs being sent down stream to the mill, where they are shoved on a truck and run through the saw and reduced to various sizes, then put through another machine which reduces them until they have taken the shape and size intended for them. This lumber, after going through a finishing machine, is seen loaded onto wagons and taken to the yards, where it is stacked in immense piles. In some cases whole loads of lumber are picked up by a large derrick and swung around to their proper position.

"Other stages of lumber manufacture, such as the making of shingles and the turning out of doors were also depicted to good advantage."

HERBERT L. HART, *Assoc. Ed.*

CAMDEN (N. J.).



A new constitution and by-laws were adopted at the January meeting and the main features of the changes made were a raise in the dues from \$15 to \$20 a year, the placing of an initiation fee of \$10, and a provision for fining members who do not attend the monthly meetings \$1 per man for each offense. The member may send an accredited representative and is excused in case of sickness.

The Board of Directors now hold regular monthly meetings on the Thursday preceding the first Tuesday and in that manner dispose of much routine business pertaining to the management and affairs of the club.

A committee of five was appointed at the February meeting to make preparation and arouse enthusiasm for the trip to Houston in June. Camden was only six months old at the time of the 1913 Convention in Buffalo and sent four members. The same four are going again this year and we will probably double that number, possibly we may send ten or twelve.

President Baker of our club was one of the party that personally extended the invitation to President Woodrow Wilson to attend the Houston Convention. Later Baker went to Richmond on invitation of Secretary Rosenthal and says he had a fine time and enjoyed seeing and hearing how the Richmond club is conducted.

HUBERT H. PFEIL, *Assoc. Ed.*

ROLL ON.

Roll on, roll on, oh, Rotary in thy might;
Onward and upward, thine aim toward the right.
Time shall hold no limit, nor can thy purpose fail,
Can we but keep us steadfast, though doubt and fear assail,

Roll on, roll on, forever; the mystic tie shall bind
Youth, manhood, age, together—in service to their kind.

—Chas. H. Orr, Columbus.

CHICAGO (Ill.).



(From the January 30 issue of the Chicago Daily News.)

ROTARY CLUB AIDS IDLE MEN.

Proceeds of Industrial Show Will Be Given to Unemployed.

Members of the Rotary club today joined hands in an industrial exhibition on the sixteenth floor of the Continental and Commercial National Bank building, the proceeds of which will go to relieve some of the unemployed men and suffering families of Chicago. The project was first proposed by Edwin C. Barnes, as a result of which he is the principal promoter of the exhibit. The doors opened at 9 a. m. and will close at 10 p. m. today and admission will not be charged. The money for the poor is to be raised through the fee each exhibitor pays.

"Seventy-five of our members have decided to exhibit their products and as no two members handle the same goods we have an original and diversified exhibition today," said Mr. Barnes. "Each exhibitor pays \$5, of which \$1 goes to pay the expenses and the rest will be turned over to charity. We believe in crowding a great deal of activity into a little time and space."

The large exhibition room affords space about ten feet square for each exhibitor. The goods shown include every sort of article from jewelry to freshly baked rolls. Furniture, household goods, building material, clothing, office fixtures and other diverse objects were shown.

CINCINNATI (Ohio).



A visiting Rotarian at the luncheon of the Cincinnati Rotary Club at the New Hotel Gibson, January 29th, remarked, "This looks like a Convention in comparison with the attendance at my club luncheons." There were two hundred and twenty-two members of the club present. It was one of the first meetings in Cincinnati's newest hotel of five hundred rooms, just opened.

The second ladies' night of the Cincinnati Rotary Club was held February 23rd. A great many valuable souvenirs, contributed by members, were distributed.

The Cincinnati Rotary Club is being overwhelmed with applications for membership, in fact, the applicants have been rushing in so fast that the members at large have been compelled to have

the Ways and Means and Membership committees to help go over the applications and advise if there is any reason why any applicant should not be elected.

A delegation from the Cincinnati club is going to Indianapolis February 19th to attend the banquet given by the Indianapolis club. The Cincinnati organization feels that it is a "mother" to the Indianapolis club, having assisted in its organization.

The work of getting up the delegation for the Houston Convention is now under way. Cincinnati will be at Houston all right and is still working for the Convention of the International Association, this time for 1916.

CARL DEHONEY, *Assoc. Ed.*

COLUMBUS (Ohio).

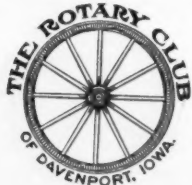
There have been two red letter days in the month of January for the Columbus Rotary Club. One of these occasions was the Sunday evening of January 25th, when the club as a body, accompanied by wives and sweethearts, attended the evening service of the First Congregational Church, and listened to a most delightful sermon by Rotarian Dr. Carl S. Patton. Now they are better Rotarians and better business men.

The second event that made Rotarians love their club the more was ladies' night, January 27th, at the Hartman Hotel. Guests and members numbered more than three hundred. Mrs. Charles Coussins acted as toastmistress and a number of the ladies gave witty talks about their husbands' occupations.

The noon meetings of the club are growing, the largest attendance in January being one hundred and five. The club is taking an active part in the selection of a new city charter.

W. J. SEARS, *Assoc. Ed.*

DAVENPORT (Iowa).



January 19th was "Fathers' Day" in Davenport Rotary circles. Friend dad was invited to stand up in meeting and tell the meanest trick pulled by hopeful son during the calf stage of his development. The pater guy was fully up to the occasion, his keen wit and anecdote attesting his right to the role of father. An assertion from the Teutonic section, that one 75-year-old kid could "lick any Irishman in the house," drew vigorous resentment from the Celtic contingent. Serious trouble was averted by quick action on the part of the secretary.

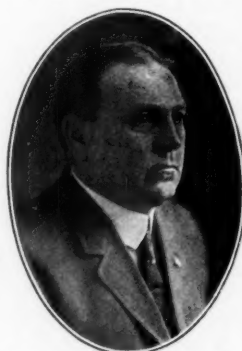


HOWARD W. POWER.

ment from the Celtic contingent. Serious trouble was averted by quick action on the part of the secretary.

"More 'Power' to Rotary!" shouted a fan roter when President Charlie Huber escorted his successor, Howard W. Power, to the chair. The outgoing introduced the incoming executive in well-chosen words, and the incoming replied in kind as he rolled up his sleeves to get ready for business.

Bert Dawson had some birthday party, as birthday parties go, on January 26th. Business was

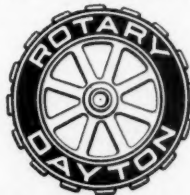


CHARLES S. HUBER.

tossed to the birds, and hilarious fun given the right of way. The Kimball banquet hall was gaily decorated with old glory and bunting, and a burlesque session of congress convened in extraordinary session—the genial bankpres and excong presiding. The parliamentary procedure was unique and bizarre. Bills were introduced, amended, referred, tabled. Bribery was charged in vote-getting. The steam roller worked overtime. The secretary was banished to the galleries. Tables were arranged to represent the states in which members were born, and the Australian system of voting was employed. It was a big time, and one of the events which makes Davenport Rotary the most popular and powerful club in Davenport.

W. L. PURCELL, *Assoc. Ed.*

DAYTON (Ohio).



The largest and most enthusiastic meeting of the Dayton Rotary Club ever held was on January 8, when President Oswald and his partner, Rotarian Kidder, entertained over one hundred members at their factory—the Kidder-Oswald Co., manufacturing contractors. The invitations were for a "lobster dinner" the lobsters coming from some special point in Maine known only to Rotarian Kidder.

At 5:30 o'clock the guests commenced to go through the plant in small groups with guides and found much to surprise and interest them. The Kidder-Oswald Co. as manufacturing contractors, develop ideas for inventors and manufacture special parts for all kinds of machines. The guests also visited the factories of Rotarian Hatmaker—the Dayton Pump and Manufacturing Co., water supply systems—Rotarian Hubler, the Dayton Electrical Mfg. Co., electric lighting plant manufacturers—also the Rotospeed Co., duplicating machines, part of the Kidder-Oswald Co.

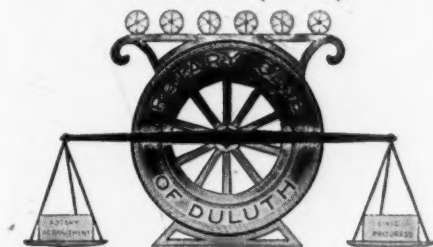
At 6:30 o'clock the guests assembled on the third floor and were ushered into one large room

where the tables were formed in "K-O" and where a blazing electric sign at one end read "WELCOME ROTARIANS." The lobster and accompanying delicacies were voted most excellent. The roll-call followed with each member giving his name and business and how he earned his first dollar. Much amusement was afforded. City Manager Waite, Greater Dayton Association Secretary Guild, B. F. Kroger of Cincinnati and President Oswald and Rotarian Kidder, the hosts, were the speakers and all did themselves proud. Rotarians Hubler and Hatmaker responded to the toasts "Our Neighbors" and gave interesting accounts of their products. Each guest carried away a souvenir in the form of a pocket-piece made from a die-casting in the shape and size of a silver dollar with our club emblem on one side, the Kidder-Oswald Co., a lobster, and the guest's name on the other side. It was explained that these represented the returns in total from one of Rotarian Kidder's extensive investments in a Mexican silver mine. Every member also carried away an increased regard for the splendid fellowship and opportunities which Rotary afforded.

All of our January meetings have been well attended. Rotarian S. S. King of the Dayton Lumber and Manufacturing Co., gave us a most informing talk at one meeting, on mill work.

W. E. HARBOTTLE, *Assoc. Ed.*

DULUTH (Minn.).



Having been besieged with more or less numerous inquiries as to whether there is any truth left in that rumor that "It's cool in Duluth," the Duluth Rotary Club takes this means of replying to all these fond inquirers that it is cool, and that's all. In other words, that the implied slur on our ideal climate is unworthy, for it is only cool, and not COLD, as some would fain have the world believe. There never was a finer place than Duluth is this winter. Why, as this is written there is hardly any ice in old Lake Superior, and the kids who got sleds for Christmas have been threatening to complain to the interstate commerce commission or somebody that they are being discriminated against by lack of snow.

Meanwhile Rotarianism is booming right along. Our meetings are well attended and interesting and the membership continues to grow. We were recently entertained at a dinner in the Underwood Typewriter Company's local offices by Brother Kienly, who showed himself to be truly what he has the reputation of being—the soul of courtesy and the individual embodiment of hospitality. Kienly made us royally welcome, and although the stenographers were not there to cheer us with their presence, Kienly let us see where they work, and described them to us.

And the lunch! Andy is a genius when it comes to the eatables, though his lack of embonpoint would make it difficult for a stranger to realize that

fact at first glance. He has proved his efficiency in this line to us before, but at the Underwood meeting he sort o' laid himself out and the result was such an assemblage of good things to eat that it would seem like profanation to attempt detail description.

We hope that the brothers will pardon at least one more reference to our famous Duluth exposition last fall. We have sprung a surprise on the people who had booths there by returning to every booth-holder sixteen per cent of what he paid for the space. Maybe that isn't going some! And maybe it isn't accentuating the demand for space for the next exhibition. It is generally regarded as proving what all members already know and non-members are beginning to suspect—that the Rotarians are a strictly honest bunch to deal with, and that they never hesitate to give the other fellow a square deal.

WILLIAM F. HENRY, *Assoc. Ed.*

GRAND RAPIDS (Mich.).

The Grand Rapids Rotary Club came into existence about six months ago. During this time we have adopted as our slogan, "Make Haste Slowly." In other words, we believe that a gradual growth and a thorough education and assimilation of a few new members at a time, will give us a firmer foundation than in attempting to obtain large numbers of members. Hence we now have only about fifty enrolled, and each one of these fifty has been selected with great care and has been given a training in the principles of Rotarianism that has made him a most enthusiastic and loyal supporter of the cause.

Our weekly lunches are attended by thirty or forty, and from the interest manifested the future success of the club is well assured. We believe that, first and foremost, an intimate knowledge of the business life of a member, together with an understanding of his general attitude toward his patrons, is necessary. Toward that end, our noon lunches are enlivened by reports made by members on the businesses of other members. These lunches have been supplemented from time to time by evening meetings at which talks are given by different men. December 29th, we had the pleasure of hearing Harry N. Tolles of Chicago give a very interesting exposition on the subject of "Building Confidence in Business," illustrated with blackboard diagrams. The Toledo Rotary Club favored us by the attendance of Mr. George Hardy, president, and H. H. Stalker, secretary. The former spoke on the growth of Rotary clubs, giving a synopsis of his experiences during his recent trip west, while the latter took as his subject the motto, "He profits most who serves best."

Our weekly meetings are held on Thursdays at the Association of Commerce Building, and if any Rotarian could arrange to be in the city at that time, we would certainly appreciate the pleasure of having his company.

HOWARD F. BAXTER, *Assoc. Ed.*

You want a larger and better magazine

YOU CAN HAVE IT BY WRITING
TO OUR ADVERTISERS: "I SAW
YOUR AD. IN THE ROTARIAN."

Place confidence in those who support us

HOUSTON (Texas).



"The 1914 Convention City."

Sixty-two "On-to-Houston" convention committees in that many Rotary clubs are working zealously, according to information received up to February 6.

The Rotary club successfully "put on" the biggest amateur minstrel show that ever graced the boards of the great Houston Auditorium. Over one hundred members participated and \$5,000 was raised which was added to the entertainment fund for the International Rotary Convention, June 21 to 26.

A battle royal was staged between two Rotarian factions known as the Bears and the Bulls and headed by Captain James Shelton of the Bears and Captain William Cathey of the Bulls. The battle royal was a ticket selling campaign to the Rotary minstrels and excellent results were produced by the members on each side.

A Central Convention Advisory Committee, consisting of fifteen members, has been named to work with the Executive-Committee-of-Five toward formulating the plans of entertainment at the June Rotary convention. Several meetings have been held and the work is progressing rapidly.

Before the last day in which citizens were given to pay their city poll tax, the Rotarians held a Poll Tax Automatic Roll Call at their luncheon which developed the fact that out of 185 members present, only 20 were without poll tax receipts. They paid before the next meeting to escape a \$1.00 fine from the Rotary club for shirking their duties as Texas citizens.

From three to ten new members are being added to the Rotary Club of Houston columns each month. At the last meeting, Hon. Daniel E. Garrett, member of Congress; Paul P. Harris, founder of Rotary; and Elbert Hubbard, "Disseminator of Sunshine" were made honorary members of the local organization.

The local Rotary club passed resolutions to co-operate with the Boy Scout and "Big Brother" movements which are taking hold in the south.

The letter-privilege scheme continues to keep the interest of the members and much good is resulting from this practical method of equalizing the advertising advantages among the members.

The "Sams" of the Rotary club were organized and gave a delightful night meeting on January 30.

Jesse H. Jones, capitalist of Houston and New York, acted as interlocutor at the Rotary Minstrels with full approval. He gave tickets to every telephone girl in Houston and maybe they did not let him know they "knew he was there."

Local Rotarians are much elated at the statement that President Woodrow Wilson will more than likely be present in Houston on the opening day of the International Convention on June 21, 1914.

International President Greiner, Secretary Perry, International Directors Mulholland and Hayes, comprising the Association's Executive Committee,

and Chairmen Berkowitz and Tompsett, of the Convention Program and Transportation Committees, respectively, met in Houston February 16th and concluded arrangements for the various details for the fifth annual Convention. They gave their unqualified approval to the convention entertainment features and pronounced prospects for next June as indicative of the greatest gathering ever held for Rotary. These distinguished guests were speakers at the "all-state" banquet that evening and delegations from all the Texas cities with Rotary organizations, were present. This night meeting was the Houston club's annual celebration of the "Rotary Anniversary" and in connection a unique memorial ceremony for the two deceased members of the club was held.

PAUL H. SHELDON, *Assoc. Ed.*

INDIANAPOLIS (Ind.).



The regular Tuesday luncheon of February 3rd was the most interesting the Indianapolis Rotary Club has had since Edmund Breese gave his address on "Theatrical Advertising." One innovation which caused much amusement and kept the crowd in paroxysms of laughter, was each member in answering to the roll-call by stating in a few words how he earned his first dollar. These confessions were taken down in short-hand on the Stenotype and Virgil H. Lockwood, our legal representative, swore in each man.

It was surprising how many got their start either on a farm cutting grass or carrying papers. R. D. Brown, our shoe man, got his first dollar from his father for destroying a copy of "Nick Carter" and reading the first chapter of the Bible. Russel King earned his first dollar by taking care of Baby Lucien, who was our first president. Fat-out, the sign painter, got his first dollar from his grandfather to be a Republican instead of a Democrat. We recommend this plan for amusement and instruction on how capitalists start to build fortunes on small beginnings.

F. O. Climer, superintendent of the Indianapolis Technical Institute, gave an interesting talk on how technical instruction in printing is becoming country-wide. We learned that, almost unknown to us, we had in our city the greatest school of instruction for printers in the world.

At our ladies' party on the evening of February 3rd, Henry W. Lawrence, president and manager of the Claypool Hotel, entertained the Indianapolis Rotary Club with a "Broadway Night." The large American dining room was arranged with tables around the edges and space was left in the center for dancing. Anna Held was the guest of N. S. Hastings, manager of Keith's Theatre, and entertained the club with songs and dances.

MARK DENNIS, *Assoc. Ed.*

The essence of scientific management is the accomplishment of a given task with the least possible expenditure of effort, energy and time.

JOLIET (Ill.).

The Joliet Rotary Club was very fortunate in having an opportunity of entertaining the various Rotary clubs of Illinois on January 20, at which time the Illinois Fellowship of Rotary Clubs was formed. The privilege of meeting so many Rotarians from neighboring cities was greatly appreciated by the local members.

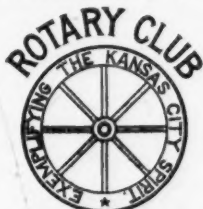
The Joliet club has nearly doubled its membership during the past two months. Applications for membership are coming in rapidly and the membership committee is kept busy culling these out.

The local club is much interested in obtaining an authentic picture of Louis Joliette, the French explorer, after whom this city was named. It is expected that the likeness, when secured, will form a part of the local emblem, which so far has not been decided upon.

At a meeting held February 3, the time was spent, following the banquet, with a get-together session at which every member was given five minutes in which to tell about his business. The outcome of the meeting was the planning of a series of progressive parties at which the various industries represented in the club will be visited, and the details of the work being done explained.

A quartette for use at meetings, and any other time an excuse offers, is being organized. Competition for places on the quartette is strong.

LEONARD H. FREDERICKS, *Assoc. Ed.*

KANSAS CITY (Mo.).

OF KANSAS CITY

The Kansas City Rotary Club is planning three big things: First of these is the entertainment of delegates Houston bound. It is urged that Rotarians stop long enough to see the city and go in a body with the hundreds of others who will gather here.

A big souvenir and ladies' night dinner is to come in the near future and a great program is planned.

Kansas City is to have the May number of the Rotarian and work is already progressing along the lines of securing data and facts for the news section and advertisements to foot the bills.

F. L. BRITAIN, *Assoc. Ed.*

LINCOLN (Neb.).

The Lincoln Rotary Club expects to be in THE ROTARIAN in some future issue with an article on this city that will give brother Rotarians some information concerning the capital city of Nebraska and its business advantages and opportunities.

The club in the last month has been varying its weekly noonday meetings to some extent through having special guests for their luncheons. Judges of the supreme court, the governor of the

state, the officials of the State Historical Society and Right Rev. J. H. Tihen, Bishop of Lincoln, have been among these guests who came in touch with the Rotarian spirit. The attendance at the regular Tuesday noon meetings has been unusually good, the average running well over one hundred out of a total membership of 158.

Active work is being taken up for the international convention and the Texas Rotarians and those of Houston especially, may count upon a good delegation of Lincoln Rotarians among their guests for the big meeting of the year.

H. M. BUSHNELL, *Assoc. Ed.*

LOS ANGELES (Cal.).

The most serious matter which has ever confronted the Rotary Club of Los Angeles is the matter of quarters. In the last eighteen months we have tried out seven different places, each one of which has in some particular been unsatisfactory. We are doing the best we can with a meeting place that is inadequate for the attendance which we have, but our host, who is a Rotarian, is working hard to please.

Our latest prospective program is to turn the meeting over to various classes of business on different days, for instance, a "Building Day" for the architects, material men, etc.; an "Educational Day" for the schools, colleges; an "Office Men's Day" for the accountant, the office supply men and various office special supply men; a "Personal Welfare Day" for the insurance men, doctors, dentists, etc.; "Sanitation Day" for the laundries, cleaners and disinfectant agents, etc., and so on down the list from Advertising Day down to Woman's Day. We had several meetings of this nature during the summer and found they were very well attended and very interesting to the various members.

Our club grows steadily in spite of the fact that occasionally we must drop a few because they are not good Rotarians.

H. C. WARDEN, *Assoc. Ed.*

LOUISVILLE (Ky.).

The chief feature of interest during February was the celebration of ladies' night at the Rotary club. This resulted in the big dining-room of the Henry Watterson Hotel (Rotary headquarters in Louisville) being filled with a throng of Rotarians and their wives. The occasion was one of the pleasantest recorded since the club was started and it has been suggested that more meetings be devoted to the entertainment of the fair sex.

The Boost Committee, of which Louis K. Webb, of the Bell Telephone company here, is chairman, has been doing strenuous work lately in an effort to make the boost feature of the club work really count. Several methods have been combined. The members selected for "boost" purposes send out form letters to all the Rotarians, calling attention to their lines. This is followed by write-ups of these members in "Sparks," the Louisville Rotary Club paper, and at the meeting following special attention is called by the president of the club to the names of those being boosted. In this way every member is impressed with the fact that certain other members have been selected for boosting purposes, and he is not likely to forget this as easily as when some other system is used.

It has been decided to allow a minister representing each denomination to become a member of the Rotary Club. The only pastor at present in the club is the Rev. M. P. Hunt, of the Twenty-second and Walnut streets Baptist church.

The Rotary club is growing so fast that the original quarters used at the Henry Watterson Hotel have been too crowded and the main dining-room is now being turned over to the organization.

G. D. CRAIN, JR., *Assoc. Ed.*

MILWAUKEE (Wis.).



Our January evening dinner was the most successful meeting that the Milwaukee Rotary Club has ever enjoyed. Mr. Allen D. Albert, editor of the Minneapolis Tribune, was the main speaker of the occasion, but before the evening was over the club was pleasantly surprised by the arrival of other good Rotarians from the back woods of Chicago. While the enthusiasm was at its height, our International Secretary Perry modestly appeared upon the scene, and the only regrettable part of the entire meeting was the fact that Perry got sick before he could make a speech. "Billie" Zimmers was making a speech when Perry came into the room, so that there is probably sufficient excuse for our noble secretary's illness.

A feature of the evening's entertainment was the presentation of a handsome loving cup to Edgar D. Haven, the first president of the Milwaukee Rotary Club. Former President Haven responded with a touching speech, and the whole affair had a tremendous influence in bringing the entire membership closer together in brotherly feeling.

Allen D. Albert spoke on the spirit of Rotary, and in his masterful way held the audience in his grasp as he showed the larger benefits that could be derived from Rotary aside from the mere advantages of financial gain and interchange of business.

President De Heus has appointed the following Convention Booster Committee: W. J. Zimmers, chairman; E. D. Haven, and C. D. Marks. They will arrange to interest a large delegation from the Milwaukee club to attend the Houston Convention, and will take steps to form an immediate organization of those who intend to make the trip. Messrs. Zimmers and Marks were delegates

to the Buffalo Convention, and are full of enthusiasm for the coming expedition.

L. M. POWELL, *Assoc. Ed.*

MONTGOMERY (Ala.).

The key-note of Rotarianism was struck by Mr. Henle of Birmingham when he said at a banquet tendered by the city club to the Montgomery Rotarians last month, that his membership in Rotary meant to him that he had been selected as the leading printer of his city, which constantly gave him an incentive to do better work and to ever maintain that position and thus live up to what the Rotary club believed him to be. That's a happy thought and if every member of Rotary, everywhere, adopted the same as his creed nothing could possibly stop or retard us.

I could not possibly give an account of the entertainment given the Birmingham club in the space now allotted the associate editors, but suffice it to say that the banquet was quite a success and greatly enjoyed. Good fellowship prevailed in the extreme and members of both clubs parted with the feeling that each was the better off for having met. It created renewed enthusiasm on the part of members of both clubs. The prevailing spirit seemed to be that each man's religion was what he lived day by day and what he made of himself and his work.

We are to be the guests of the Birmingham club the latter part of March.

A. B. MEYER, *Assoc. Ed.*

NEW CASTLE (Penn.).

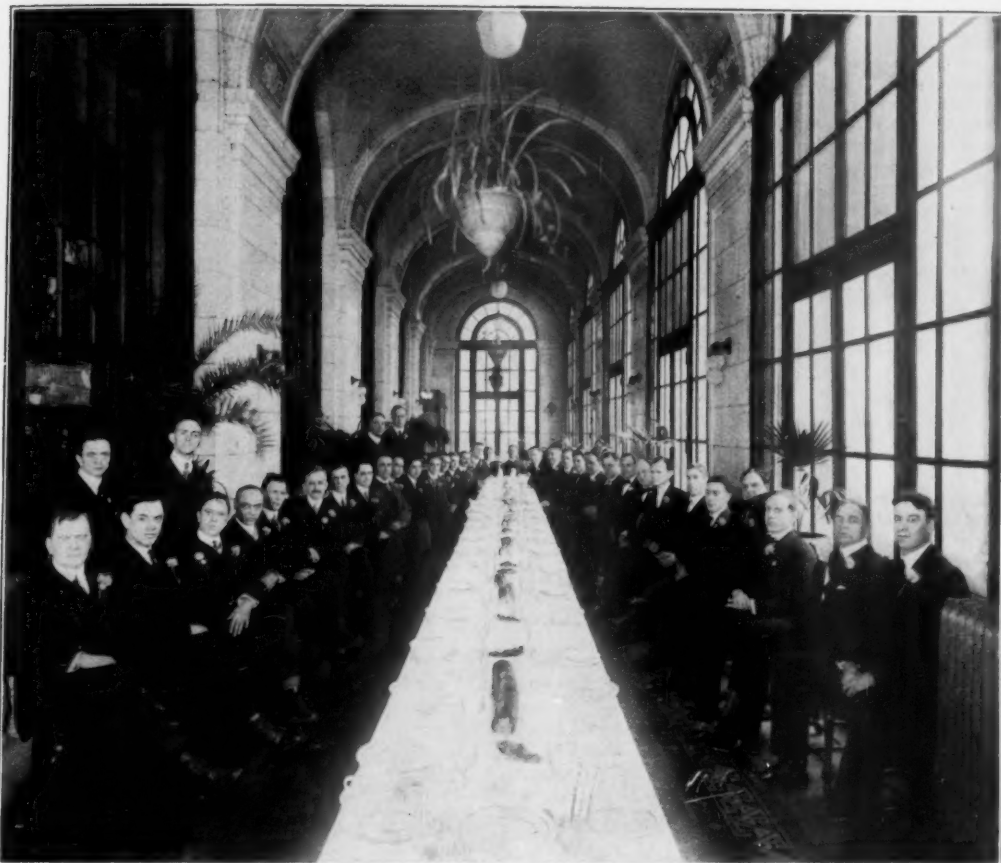


Rotarian R. S. Stadelhofer, local manager for Armour and Company, was the host of our club's initial monthly meeting. A very large number of our members, with their wives, assembled in the Armour plant, and the host proceeded to demonstrate its products and show us through the plant. Taking each article separately, he explained in detail its class, kind and nature, which proved very entertaining and very instructive. Amusing us with his natural flow of German wit and whetting our appetites with his savory wares, he showed his masterfulness at getting and holding attention. That his persuasive powers were effective also was quite evident, when later, assisted by his wife and co-workers, he served a very novel and delicious lunch, consisting almost wholly of Armour products.

Mr. C. J. Toay, of Chicago, representing the soap branch of this industry, gave us a very interesting and educational talk on toilet and laundry soaps, washing powders, cleansers, etc., that was appreciated and enjoyed very much.

It's the consensus of opinion that our first meeting was very much Rotarian, and the pace set by Brother Stadelhofer will spur our efforts.

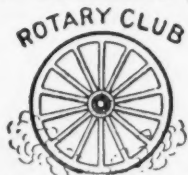
G. F. WINTER, *Assoc. Ed.*



THE ROTARY CLUB OF NASHVILLE, TENNESSEE
In One of Their January Meetings at the Hermitage Hotel

In sending in the photograph from which this attractive picture was made, Secretary F. G. Langham did it with the hope that it would be an inspiration to some other "baby" of the International Association. "We are still doing work here," he writes, "and many who did not become members at first are now very anxious to join our ranks."

NEW ORLEANS (La.).



The local club has formed a Going-to-Houston Club with the object in view of sending as large a delegation as possible to the 1914 convention. The plan is for all who may go to pay a certain amount into the treasury each month, thus arranging for the trip on the installment plan. Not less than thirty members will attend the annual meeting in Houston.

Arrangements have been made to entertain all convention delegates who may pass through the Crescent City enroute to Houston. All railroads grant stop-over privileges.

Eleven new members were elected at the last meeting. JOHN T. CREBBIN, M. D., *Assoc. Ed.*

NEW YORK CITY (N. Y.).



The month of January was a busy one for the New York chapter of Rotary for in addition to the weekly luncheons at the Hofbrau Haus, two dinners were given. The reason for the second evening meeting was the official visit of the president of the International Association accompanied by Mr. Frank L. Mulholland of Toledo, Ohio, a director of the International Association.

The first evening meeting, held January 6, was an enthusiastic one. We were given an interesting talk on "Organization" by Mr. Brewster, a guest of the club. At the same session, J. R. Paine of the Rotary Club of Syracuse, described the mechanism of Clark's Irish harp and had his friend,

Mr. Snyder, demonstrate its musical qualities by playing several beautiful selections.

But the meeting of all meetings that we have ever had was the one of January 23. We sat down 108 strong and got up stronger than when we sat down. President Greiner gave us an interesting and instructive address, outlining his policy of administration for the benefit of Rotarianism, the putting into actual practice in everyday business life the principle of the Golden Rule.

But what shall I say of Mulholland? Or rather, what can anyone say after Mulholland has had the floor? He was full of poetry, eloquence, wisdom and wit and brought forth smiles, tears and cheers as it seemed to please him. If we could follow his text, what a success Rotary as well as ourselves would be! He said, "I will take for my text 'Be good!'" No, that won't do. 'Be good for something!'"

J. LEFFINGWELL HATCH, M. D., *Assoc. Ed.*

PEORIA (Ill.).

When we view the growth of Rotary, not alone in Peoria but throughout the country, we recognize that Rotary has a higher birth rate than that of the Pullman company.

The Peoria club is now interested in making our city, The City Beautiful. Hon. George Fitch gave us a talk recently on "City Planning." Mr. Vogelsang, assistant to Prof. Wilhelm Miller, of the University of Illinois, told of city beautifying.

The Peoria club is looking forward to and making preparations to entertain the Illinois state meeting of Rotary clubs in March.

ROWAN RAY, *Assoc. Ed.*

PHILADELPHIA (Penn.).



It seems that the fresh honors coming to Philadelphia are via the Rotary club, because of the fact that nearly all of the highest grade business men are members of the club.

Mr. A. H. Gueting (pronounced Gyting) has been elected secretary of the National Retail Association of America. Mr. Gueting, who was one of the organizers and first directors of the Philadelphia club, was also an important factor in developing and perfecting the organization of the National Association of Retail Shoe Men. He was appointed chairman of the Shoe Section at the Buffalo Convention last summer, so the shoe men of the Rotary clubs of America can feel proud that their chairman can be called on to help them in anything pertaining to their trade.

At the annual meeting and exhibition of the State Dairy Union held at York, Penn., Supplee's Alderney milk won first and second prize, and Rotarian Supplee's milk scored 96.30 and 95.95. Is it any wonder that Rotarian milk is consumed in more homes in Philadelphia and adjacent towns than almost all of the other dealers combined?

Mr. Albert E. Berry, general manager of the Bell Telephone Co., for the Philadelphia district, was a recent guest of the Gridiron Club at Washington.

The "Adelphia," Philadelphia's latest and best hotel, and "jes naterally" Rotarian, was opened for the first time by Rotarians. Host Provan is justly proud of it, but seems proudest of all that he and it are Rotarian.

The Philadelphia club now has an official organ, published monthly. It is well supported by Rotarian advertisers. Typographically it is perfect, being printed by Ferris and Leach, and with Weston Boyd supervising the job it could not be otherwise. Charlie Tyler engineered it and it's here. Among those who volunteered financial aid at the first call were: Theo. Siefert, furrier; Henderson Supplee, dairy; E. J. Berlet, jeweler; Robt. Crane, ice cream mfr.; E. H. Peterson, tailor; Weston C. Boyd, the handsome printer; Ground Gripper Gueting; Beck, the wet-weather friend; Kingsley, of taximeter cab fame; Geo. Supplee, hardware; Joe Way, who sells good cigars, and lots of other good fellows whom you will hear of later.

E. MINER FENTON, *Assoc. Ed.*

PITTSBURGH (Penn.).



In the month of January, we added forty new members to our club and still they are coming. We had another Knockers and Boosters meeting, many members airing their knocks while others were in an exuberant frame of mind and offered many encomiums on the deliberations of the club in the past. This meeting helped the club wonderfully.

The chairmen of all committees have been placed on a special committee to boost for the Houston Convention.

We subscribed liberally, as a club, to the three million dollar fund being raised by the University of Pittsburgh.

Our noon day luncheon on February 4th was held in the large auditorium and dining-room of the H. J. Heinz Company (the home of the 57 Varieties). We were the guests of Mr. H. C. Anderson, our Rotary member. After luncheon, we were favored with stereopticon views showing the various phases of the Heinz business and its magnitude. These illustrations were accompanied by an interesting lecture. We were then escorted through their magnificent plant and were at once impressed with the wonderful organization. The observance of cleanliness in the factory seems to be of prime importance.

The above covers briefly what we have been doing since our last letter.

W. L. DECOURSEY, *Assoc. Ed.*

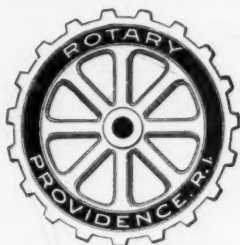
The great secret of John Jacob Astor's success was that he labored unceasingly to acquire knowledge regarding all things that he engaged in.

Give me insight into day, and you may have the antique and future world.—Emerson.



MEETING OF PITTSBURGH ROTARIANS AT THE HEINZ COMPANY FACTORY, HOME OF THE "57 VARIETIES."

PROVIDENCE (R. I.).



At our monthly meeting in January we had as our guests International President Greiner and Director Mulholland. They arrived at the Union Station at noon, were met by the officers and directors of the club and taken in automobiles to the Crown (Rotary) Hotel, where luncheon was served. Members of the state and city government, including our Rotary mayor, were present at the luncheon.

After luncheon the party was driven around the city, and through Roger Williams Park down to Narragansett Boulevard for a glimpse of Narragansett Bay, where Director Mulholland took a picture of the group. They were then driven to Brown University where we were met by President Faunce and escorted through the various buildings, including the beautiful new John Hay Library. The party returned to the hotel about five o'clock.

At 6:30 p. m. our regular monthly meeting was held at which time we sat down to an old-fashioned turkey dinner. After the dinner a short business session preceded the speaking.

My command of the English language does not permit me to express the feeling of gratitude that our members have for the good they received from the words spoken by President Greiner and Director Mulholland. Certainly every one present is a much better Rotarian than before. Money cannot buy the kind of goods they delivered, and besides all else they are both royal good fellows.

EDWARD P. SMALL, *Sec'y.*

READING (Penn.).

We, who boast of being the proud possessors of the name of Rotarians of Reading, Pa., glance back with pride to our first lessons in "Rotarianism" handed out by the Harrisburg club on September 23, 1913, at the Mineral Springs Hotel. This was a big step for us, which was skillfully outlined by the presiding officer, Hon. Judge Geo. W. Wagner, by Ex-President Glenn C. Mead, of the International Association, and Ex-President S. Clement Jenkins of the Rotary Club of New York. The election of officers resulted in William Keck being elected president and D. G. McCann secretary.

The initial club meeting was held October 28, 1913, at McCann's Business College, from where thirty members departed wiser, more business-like and brainier after a most interesting talk on "Why Business Attracts Brains" by Wm. H. Lough, vice-president of the Alexander Hamilton Institute of New York.

A most unique and original invitation to attend the second meeting of the club which seemed to take leaps and bounds in progressing membership, reached us in the form of a linen cuff, issued by Wilkinson "The Laundry Man." This meeting was held November 25, 1913. Naturally a clean man himself, he endeavored to make us shine by putting us through the washeries, dryers and irons.

Mrs. Finney had a turnip—and it grew—and it grew, just like the Rotary Club of Reading, for on December 30th, at the third meeting of the club at the Memorial Church of the Holy Cross, forty-five members were delightfully entertained by an illustrated lecture on Yellowstone National Park by Dr. J. H. Hackenburg. Most of the pictures were demonstrations of Dr. Hackenburg's skill in the photographing line.

Most of the members have a sweet tooth so it seemed nothing extraordinary to have an increase of eight members at the following meeting, which was held at Wm. H. Luden's candy factory, January 14, 1914. Everyone present was glad for the opportunity of being shown through the plant, of seeing every detail in the manufacturing of candy from the reception of the ingredients to

the shipping of the finished product. But, oh—weren't we happy, when the kind proprietor satisfied our taste for sweets by allowing us to dabble into the different assortments of candy. This factory makes the world-known "Luden's Menthol Cough Drops."

At this meeting Prof. Lee Galloway of the Faculty of New York University spoke on "Business Training."

This letter gives only an inkling as to what the Reading Rotary Club has been doing. However, we have the courage of our convictions and we intend to stick to it until the Reading Rotary Club is the club of our town.

STANLEY R. KAUFMAN, *Assoc. Ed.*

RICHMOND (Va.).



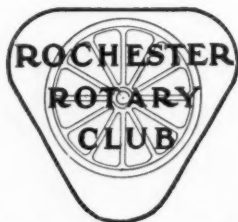
At our meeting, January 13th, the members called each other by their first names. A great many written New Year resolutions were submitted—Paper Box Cavanaugh won the first prize—part of his resolution read: "Cultivate reciprocal relations with our trade connections."

The new members wore bibs to indicate that they were babies in Rotary and were introduced in due form. Remington King had a Remington expert give a demonstration. Mail Order Cone's oration told the history and inside of the mail order business. The Rev. Geo. McDaniel, the noted Richmond divine, made a great speech on "Rotarianism." The club endorsed Richmond for a regional bank.

Our secretary, Sam'l Rosendorf, assisted in organizing Rotary clubs in Memphis and Chattanooga in January.

RUFUS S. FREEMAN, *Assoc. Ed.*

ROCHESTER (N. Y.).



The annual election of the Rochester Rotary Club was held January 21, with the following result: President, F. D. Haak; vice-president, Dr. John Ready; treasurer, T. H. Haak, and secretary, C. G. Lyman. A fine lunch was served previous to the election and entertainment furnished by a flock of vocalists. We also listened to an illustrated travel talk on "Seeing the United States First" by one of our members, Mr. Elmer Walters, who is an entertaining talker and an extensive traveller.

New subjects which are of great interest to the members, are being brought out at each Tuesday luncheon. Mr. Landon, of the Tuee Company, gave us a talk, illustrated with stereopticon views, on the cleaning system he is booming recently, and R. E. Long of the Joseph Santley company, and Zellah Covington of the Elixir of Life company, were our actor-guests at a recent meeting and proved by their addresses that they were Rotarians at heart.

We feel that each member has started the new year with a desire to boost Rotarianism to the utmost during 1914 and that this will be the banner year for the Rochester Rotary Club.

T. A. SHARP, *Assoc. Ed.*

SAN DIEGO (Calif.).

With interest, enthusiasm, speakers of local and national reputation, and Rotarian visitors, up to the usual standard, and membership considered very desirable, the Rotary club has the reputation here of being the liveliest business organization in the city.

Our club fines its absent members fifty cents, unless they are away from the city. We each wear, at luncheon, a manila tag, with name and business on it; but if a man has been absent he is given one of a different color, indicating the amount of his fines. If he sits down with one of the colored tags on, he is given the laugh and pays up immediately. This way of collecting fines has proven remarkably satisfactory and the fines serve to keep up attendance.

Each member told how he earned his first dollar at a recent luncheon. It furnished much amusement.

A committee on ways and means of getting to Houston will endeavor to work with other cities in getting big delegations to go from the Pacific Coast.

The Rotator, a little weekly club publication, perpetrated by the Rotarian printer, has made its appearance and was very warmly received.

Good scheme to "boil down" monthly club letters, but don't "evaporate" them.

G. T. KEENE, *Assoc. Ed.*

SAN FRANCISCO (Calif.).



Realizing the importance of attendance, the board of directors of the San Francisco Rotary Club, has, since the new administration began, in November, made every endeavor to wake up the inactive members and bring them to meetings and have those who are already active, continue so. Each week is seeing an increase in attendance and this means better results for Rotary.

At one of the recent meetings of the club, held in the Y. M. C. A. building where the Rotary club was entertained by addresses by officers of the Y. M. C. A., there were present 152 members and this result is indeed gratifying.

Much is being done to extend Rotary in California and through the efforts of A. T. DeRome

of J. Chas. Green Company, steps are already well along toward the formation of a Rotary club in San Jose.

The big "get-together" meeting at Bare Bros. furniture store, where a whole floor was cleared for dancing and many prizes awarded, was a great success. The club in San Francisco is looking forward to more affairs of this kind.

C. DEVENS HOLMAN, *Assoc. Ed.*

SEATTLE (Wash.).



"The daily life of the model Rotarian" is a new advertising and acquaintance feature of the Seattle club. The Rotarian is awakened in the morning by an alarm clock furnished by the Rotarian jeweler. He arises from his bed bought of the Rotarian furniture man; steps into a bathtub furnished by the Rotarian plumber; puts on underwear from the Rotarian haberdashery; shoes from the shoe man and clothes from the tailor; breakfasts on products from Rotarian dealers, etc.

The jeweler takes half a minute to tell about his goods and introduces the furniture man who in turn introduces the plumber, etc. About ten minutes is taken up at each meeting in this way. So far sixty people have talked about their business and every member will be included before the stunt is finished.

Now that the Alaska Railroad bill has been passed by the Senate and its becoming a law seems assured, Seattle takes this opportunity of thanking its many friends for the assistance rendered.

Captain J. S. Gibson, a prominent Rotarian representing the Puget Sound Boat Owners' Association, has gone to Washington to protest against the iniquitous Seamen's bill.

February 23rd is the ninth anniversary of the Rotary Club. The first "get-together" meeting of the Rotary clubs from Victoria, Vancouver, Spokane, Portland and Seattle will celebrate the event at Tacoma. Seattle will send a large delegation. WILLIAM A. GRAHAM, JR., *Assoc. Ed.*

SIOUX CITY (Iowa).



The ladies have been talking to us. Miss Jeanette Drake of the Public Library, without knowing it, confirmed the able article by David C. Farrar that appeared in the January *ROTARIAN*.

Her visit was a mission, and many of us will, in turn, visit the city library oftener and carry away books worth while.

Mrs. W. S. A. Smith, club woman, has a social message, and she didn't hesitate to let us know it. She made it clear that our city's dump-heap was but a relic of the barbarism from which we have hardly evolved. But what stung us is the fact that the dump-heap is down on the bottoms where the poor have to live. We wouldn't tolerate it on the hills where we live. She goaded us to personal resolves, at least, that the dump-heap must go.

The United States army has been with us also. During a school of instruction a captain, a major and a lieutenant broke bread with us. The captain did the talking. He drew a parallel between the army and Rotary. He declared that it was the mission of the army to serve—to conserve human life. "An officer," said he, "does not think of himself: he thinks of his men," and before he finished he convinced many of us that the man high in military circles is altruistic to the core and never egoistic. So the closing month for our club becomes memorable for what we learned and unlearned. It was worth—a thousand times over—every hour we spent around the table.

The officers for 1914 are: Frank S. Lamar, president; Thos. B. Hutton, vice-president; E. T. Kearney, treasurer, and John O. Knutson, secretary.

J. R. PERKINS, *Assoc. Ed.*

TACOMA (Wash.).



A meeting of the Northwest clubs, including Portland, Spokane, Vancouver, Victoria, Seattle and Tacoma, will be held in Tacoma, February 22nd and 23rd. Matters pertaining to the advancement of Rotary will be discussed and the meeting will conclude with an evening banquet on the twenty-third in commemoration of the founding of Rotary.

The meetings for the past months have been in the hands of four divisions of the club. The "Haswuzers" program consisted of a review of Tacoma's history. The "Izers" program, "Tacoma in the Future." The "Alwayswillbees" provided an excellent talk on the income tax by Internal Revenue Collector Williams. The "Neverhaswuzers" did not like the significance of their name. They put officers and committees through the third degree and properly "roasted" them for what they had NOT done. They were finally consigned to a real casket, buried with appropriate ceremonies and left for reincarnation with hopes for them.

WILLIAM G. STEARNS, *Assoc. Ed.*

"In every community there are certain people whose opinions are most respected, whose advice is much sought, whose example is generally followed."—MAKE ROTARY THE PASS-WORD!

WASHINGTON (D. C.).



In their issues of January 31, the daily newspapers of the national capital were unanimous in declaring that consternation reigned at the annual meeting and banquet of the Rotary club, at the Hotel Raleigh, the preceding evening. This state of affairs developed when it was announced that every member present would have to make an autobiographical statement. The perspiring brows cooled somewhat, however, after several of the members had answered the roll call and had survived the cross-examination that followed each statement.

Each Rotarian was required to state his name, age—truthfully—place of birth, term of residence in the District of Columbia, whether married or single, and the number of his children, if any. Then—replies to questions—pertinent and impertinent. There were souvenirs galore, and an en-

tertainment by professional talent. Sixty-three Rotarians dined, including ten new members elected at the preceding meeting. They were introduced in a novel manner.

New officers were elected as follows, the vote being unanimous in each instance: Joseph M. Stoddard, president, 1138 Connecticut avenue; George W. Harris, vice-president; Holcombe G. Johnson, secretary, Southern building; T. C. Dulin, treasurer; Walter Weaver, sergeant-at-arms; directors—John L. Newbold, H. C. C. Stiles, John Poole, W. S. Corby, E. C. Graham, Ralph W. Lee, John Dolph, James Sharp and John Walker.

President Greiner, of the International Association, was in Washington, January 26, accompanied by ex-President Mead, and Presidents Klumph, of Cleveland; Musser, of Harrisburg; Paisley, of New Castle; and Baker of Camden. They were escorted to the White House by a large number of local Rotarians, Mr. Greiner inviting the President of the United States to attend the Houston convention. Then the Rotary Club of Washington entertained the visitors at a special luncheon at the Ebbitt House. The occasion was an exceptionally pleasant one.

At the regular meeting and luncheon February 13th, Rotarian John Brewer, local manager of the Dun Mercantile Agency, gave an instructive talk on "Credits." C. FRED COOK, *Assoc. Ed.*

CLUBS OF THE DOMINION OF CANADA

MONTREAL (Que.).

For the last month, the attention of Montreal Rotarians has been focused officially, as well as privately, on the very old but still vexatious problem of how to attain good government in a city where the only circle of citizens who give much attention to civic problems are those who thrive on "graft" or make their profits out of what is officially known here as "malversation." Efforts are being made to form a committee of fifty as a nucleus for a general committee of five hundred, and on this preliminary committee there are to be five Rotarians out of the twenty English members. Taking into consideration that we are "ca'ing canny" as regards new members and that our roster only contains forty names, we consider this as rather a good index of our willingness to foster the civic spirit which Montreal sadly needs and which the Rotary club hopes to help in supplying.

JOHN S. LEWIS, *Assoc. Ed.*

VANCOUVER (B. C.).

January brought forth nothing new to the Vancouver Rotary Club, but the old, well done, meant an interesting month.

The program of the month included three five-minute, "meaty" business talks; another a twenty minute address on "Roads and Paving," and again a "Telephone Talk." At the next meeting an exposition of a "Daylight Saving Bill" now before our Provincial Legislature interested every member.

The attendance has kept up well, some new members have been added and Rotary day has become a habit. A number of members are going to take in the get-together meeting of the coast Rotary clubs in Tacoma on February 21.

J. REGINALD DAVISON, *Assoc. Ed.*

VICTORIA (B. C.).

Since our inaugural banquet on November 15, recorded in the January ROTARIAN, this club has attained the dignity conferred by affiliation to the International Association and has settled down to its regular programme of Thursday lunches. Attendances have been good and the membership is growing in a satisfactory manner, both as to numbers and type of candidates.

We have taken up a share in the work of advancing Victoria, thereby finding favour with our fellow citizens and disposing them to turn a ready ear to the tenets of Rotary. Our leading newspaper, a most independent print, treats our doings as news. From this and other signs, we have every hope of keeping bright the fair name of Rotary.

T. J. GOODLAKE, *Assoc. Ed.*

Know yourself; know your business; know the other fellow and how to get at him; apply your knowledge.—Sheldon.

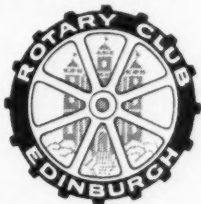
You can sink a ship with a torpedo if you can hit it and—if you know where the ship is.

Time properly expended is almost limitless in its possibilities.

Privilege always carries with it responsibility. This new force in business is a force only because it has become a real servant and the measure of success of each of you is the measure of the breadth of the service you have rendered. Greatly as you have served in the past you have but little more than scratched the surface of the possibilities that lie before you. —R. R. SHUMAN.

CLUBS OF THE BRITISH ISLES

EDINBURGH (Scotland).



The Edinburgh Rotary Club has had its baptism of fire. When the club had completed the work of organization, the members began to realize that if they were to do anything useful for themselves or for the community, they must go out into the open. It would profit nothing to meet once a week and say pleasant things to one another. They must make themselves known to the public before they could obtain influence with the public and help to "get things done."

To this end the club began to invite prominent city men to their lunches and dinners and make them talk. Besides other important civic questions they considered, through a powerful, hard-working committee, how best to increase the commercial and industrial activities of the city. These proceedings were briefly reported in the newspapers, with the result that eventually the club had to withstand a rush of criticism. It was evident that the Rotary club was under suspicion among unenlightened persons, of being a narrow and selfish organization which existed solely for the purpose of furthering the business interests of the individual members. Our able secretary gave those critics a word in season, and after a short sharp wordy warfare the incident closed.

The Edinburgh people know now precisely what Rotary means. Result—club growing more rapidly than before.

T. B. MACLACHLAN, *Assoc. Ed.*

LONDON (England).



The annual general meeting was held on Tuesday, January 13, 1914, at the new headquarters of the club—the Waldorf Hotel—Aldwych, where all meetings in connection with the club now take place, the monthly meetings being held on the second Tuesday in each month, and a weekly luncheon every Wednesday at one o'clock. Special arrangements have also been made with the management of the hotel for Rotarians from all parts of the world to put up, and they can rely on Mr. Cornut, the general manager, doing all he can for their comfort.

This meeting was one of the best and most enthusiastic that the club has ever had, and promises well for the year 1914. A new set of rules and by-laws was carefully considered and adopted. The subscription to the club has been increased,

and includes ten ordinary club dinners. An entrance fee also for new members of £2.2.0. was resolved upon.

The election of officers took place with the following result: President, Mr. D. F. Cooke (Solicitor); vice-president, Mr. H. N. Bolton (Soap Manufacturer); secretary, Mr. J. F. Parker, 18 Coleman St., E. C. (Architect); Treasurer, Mr. H. G. Gains (Printer and Stationer), who has been treasurer since the commencement of the club.

The committee elected consisted of the following gentlemen: Mr. C. H. Dewey, Mr. Chas. Davie, Mr. Geo. Doland, Mr. T. D. Wakefield, Mr. E. Sayer Smith, late secretary, who through pressure of business has been forced to give up the position of secretary which he had held since the inception of the club, Mr. Bigelow, Mr. H. Robbins, Mr. C. H. Pank, Mr. H. Bedford Lemere, and Mr. J. Evans.

Mr. C. Davie was elected Associate Editor of THE ROTARIAN in place of Mr. Geo. Doland who had resigned same. Mr. Davie is the London manager of Messrs. Cantrell & Cochrane, Ltd., whose London office is 376 and 377 Strand W. C.

A very successful ladies' night was held some little time ago. It was the first time in the history of the club that such a night had been held. It was a great success, and is to be an annual event. The club was honoured that night by the presence of the president of the Belfast Rotary Club, also Mr. Wm. Wallace, past president of the same club. Mr. James R. Coade, treasurer of the Dublin club, also graced the board with his attendance, and they were given a most hearty welcome, and a similar welcome is extended to all Rotarians visiting London. CHARLES DAVIE, *Assoc. Ed.*

MANCHESTER (England).

So the Edinburgh Rotarians are getting ahead of us by featuring their club in your April issue! Say, Perry, if you would turn over to me all the pages of your March number, I could just about do justice to the many activities now being put forth by our Manchester men! I guess you won't spare me much room, so here is my attempt to outline a few only of our recent doings:

Our dinner on January 7th was preceded by the second annual business meeting, when rules were overhauled, some new rules adopted, new members elected, and committees chosen (after hard but good-natured competition) as follows:

General Committee—Messrs. Dutton, Ison, Keridge, Scholefield, Thomason and Williams.

Membership Committee: Messrs. Burgess, Burn Hull, Swire.

Regulations Committee: Messrs. Dudley, D. E. Barnes, Shepherd.

Delegates to the new British Association: Messrs. Penwarden and Thomason.

No opposition could be found to face our old president, vice-president, honorable treasurer and secretary; so that these gentlemen, Messrs. Burgess, C. H. Megson, J. H. Dixon and Penwarden, are now busy trying to accomplish even more in their respective capacities than they did in 1913. I was given the post of associate editor, not by ballot, but by favor of our old editor, Warren, who

argues that when I am writing I am not talking—and he's a great worker for peace; moreover he thinks that the pleasant duty of writing to THE ROTARIAN ought to change hands each year.

After dinner, President W. H. Burgess introduced his new patent machines—extremely clever and useful they are, too! Burgess is "some" inventor. When not working out an intricate mechanism, he is either attending Rotary committee-meetings, playing chess, or off shooting. Once in a while we give him a little time off in which to take a look at his own business—that of managing the huge carrying concern of Sutton & Company.

Quite a number of us recovered from the dinner night in time to get to the usual luncheon next day, when, as the result of a unique identification competition, our paper man, Percy Burn, won a handsome safety razor. Our two team captains, Kerridge and Williams, got off the mark today in their efforts to realize our new motto—200 members for Manchester in 1914. Leo Swain served

us out a highly instructive talk on motor tyres, a subject he knows from A to Z and then some.

The subsequent Thursday's luncheon time was just as brisk. Captain Williams gave as prize an artistic whisky flagon, which was awarded to me. Will some kind club member now donate a hamper of whisky?

On Thursday the 22nd, our new member George H. Burgess, cutlery manufacturer, treated us to an interesting chat, and made a neat exhibit of his goods. Captain Williams' team, the Blues, was announced as having a nice lead, at which news a few of friend Kerridge's band, the Whites, turned the color of their own badges. I refrain from saying to which side I belong, but—more power to the Blues! The losing side treats the winners to a dinner and a theatre visit, and the struggle will not be over until the end of March, by which time our old friends will surely stand aghast at the expansion of Rotary in this city.

P. THOMASON, *Assoc. Ed.*

SELFRIDGE NOW SOLE OWNER.

Merchant Buys Musker Interest in London Department Store.

London, Feb. 4.—Final victory for American principles of merchandising in London was marked by the purchase today by Harry G. Selfridge, formerly of Chicago, of all the shares in his big and expanding store in Oxford street. Of the ordinary shares, amounting to £500,000 (\$2,500,000), H. T. Musker, developer of home and colonial stores, owned £175,000 (\$875,000) and Mr. Selfridge the rest. The latter has now bought Mr. Musker's entire interest and thus becomes the sole owner of the business.

The correspondent found Mr. Selfridge this morning in a joyous frame of mind over the situation.

"Mr. Musker," said he, "is one of those broad, alert Englishmen, who know a sound proposition when they see it. From the beginning he never doubted the success of this undertaking, and he has been a strong indorser of all our ideas and efforts. It was he who came into the business when the first arrangement fell through—the arrangement whereby Waring was connected with the store. He always stood ready, if I so desired, to sell his interest to me.

"My plans have not been altered in the least by the change. I intend resolutely to pursue those high ideals of commerce that have always been before me. It is a greater delight to do business today than it ever was in the past, because business is shedding all the disagreeable attributes that once belonged to it. Business is now carried on, not to amass wealth for senseless unethical hoarding, but to bring into play the highest forms of intelligence and morality and to diffuse as much sunshine as may be among all the people, whose combined loyalty and labor make business possible."

The word "Rotary" is not a mere name of an organization but a word of great and powerful significance; a word that will soon be heard around the world and by keeping ever before us its beautiful ideal, we can help in making the world a better place to live in.

WHICH WAS THE ROTARIAN?

"I used to have two acquaintances, pleasant, friendly fellows, whom I met in various business ways and ran across in my downtown hours," said an old gentleman. "I used to walk to and from my office, but each of them kept his horse and carriage, and when we chanced to meet in that fashion the greetings of the two were characteristic. 'Hello! Wish you were going my way and I could give you a lift,' the one would say genially, and drive on. The other always had a different hail: 'Jump in! I can just as well drive round your way and take you home.' Neither of them lived in my immediate neighborhood, neither of them far enough in another direction to make the detour a matter of much consequence; but there showed the nature of the two men—the one willing to make his way fit my need, the other quite satisfied with his good intentions to help if only he could do it without going out of his way."

AN IDEAL ROTARIAN.

One who, in the forgetfulness of self, realizes that the ultimate best services to self will come through service to others. One who puts the broad interests of his fellow Rotarians and his club above his narrow self-interests, knowing that as a unit, he can best serve his own interests by giving first consideration to the whole. Such a one will realize that true compensation is not measured by the dollar mark nor by the opinion of his fellow men alone, but rather by the satisfaction of true accomplishment and the development of that capacity for happiness which comes from within.—Rotary Club of Oakland.

A farmer in great need of extra hands at haying time, finally asked Si Warren, who was accounted the town fool, if he could help him out.

"What'll you pay?" asked Si.

"I'll pay what you're worth," answered the farmer.

Si considered for a minute, then announced decisively, "I'm durned if I'll work for that!"

System is the harness that evenly distributes the strain and permits great loads to be carried with ease.

More or Less Personal



Over 300 were out to lunch at the Friday the 13th meeting of the Syracuse Rotary Club—it was "Charlie's Day."

The railroads are certainly going after convention business from the American Clubs this year. The railroad men know it is going to be a BIG convention.

Oakland and San Francisco are arranging for an Around-the-State Meeting of California Rotarians. Perhaps they will include Salt Lake City and Phoenix and some other places.

Mr. W. Thow Munro (Woolen Manufacturer) member of the Rotary Club of Edinburgh was a recent visitor at headquarters in Chicago. He is enthusiastic over Rotary.

Another Rotary club has broken loose from tradition and entertained the ladies. This time it was Milwaukee and the list of souvenirs for the ladies included everything from a package of cheese and a bottle of perfumery to household furniture.

Former International President Glenn C. Mead was the anniversary speaker before the Rotary Club of Harrisburg. They say he made a splendid talk which made a great hit with the ladies who were present to help their husbands greet him.

Rotarian A. F. Sheldon of Chicago is in Canada and has been called upon by the Rotary Clubs of Toronto and Hamilton for addresses on Rotarianism which he delivered to everybody's satisfaction.

President Herbert A. Black of the Pueblo Rotary Club has been in the hospital and out again. He writes: "I am now a full fledged member of the Appendicitis Club, branded and sealed and well on the road to recovery. Hope to have the pleasure of meeting you in Houston."

A big round up meeting of Rotarians of both Canada and the United States was held at Tacoma, Washington, February 21st and 22nd. The clubs of the following cities were represented in this meeting: Vancouver, Victoria, Seattle, Spokane, Tacoma and Portland. These clubs have in mind to celebrate the anniversary of Rotary each year with a similar get together meeting.

Rotarian George A. Riggs of Philadelphia (Man-

ager for The Heinz Company) was suddenly ordered to Chicago to assume charge of their Chicago office. Of course he had to leave the Philadelphia Rotary Club—and he frowned. Then he discovered that his line was open in the Chicago Rotary Club, he was proposed and accepted—and now he is smiling again.

Edinburgh now has its publication—"The Edinburgh Rotary Bulletin." Among the interesting items is this letter from our good friend Alexander (Badger) Wilkie:

"To the Editor of the Rotary Bulletin.

"Sir: I hope the Edinburgh Rotary Club will send a good representation to Texas in June. Remembering the hospitality showered upon our delegates last year, of whom I was one, I venture to suggest to the Council that they ask this year for volunteers to the convention who will wear the National Dress, the Kilt. Should some members be got to do this, it would be an excellent 'boost' for Scotland, and would give great pleasure to our Rotarian brothers abroad—a pleasure they would greatly appreciate.

"Yours, etc.,

"ALEXANDER WILKIE."

It would be a great treat indeed if our Scotch Rotarians would come in kilts but we want them to come anyway with their kilts or without them. We understand that Chicago is going to send a delegation of "Father Dearborns" together with a replica of old Fort Dearborn. It would be interesting if each city could contribute some local color to the convention.

Paul P. Harris, the father of Rotary, was very much in demand for the anniversary meetings held in various parts of the United States. Every club wanted to have with them a man whose thoughts and efforts are responsible for the great organization which we have today. Those who were unable to secure his attendance are looking forward to greeting him at the Houston convention.

Harry Lauder the famous Scotch comedian was asked to attend a meeting of the Rotary Club of Detroit and accepted. He and the Rotarians both had a good time. He cabled his application for membership in the Glasgow Rotary Club and soon had a reply inviting him to send the application through in the regular form. Meanwhile, the only and original Harry proceeded to visit the Rotary clubs of Chicago, Davenport and other American cities taking with him his bagpipe band. His talks to the Rotary clubs are a mixture of his inimitable humor and a sermon for men of families.

The February issue of THE ROTARIAN received many compliments for its beautiful pictures of Oakland as well as for the interesting articles that followed the Oakland section. The next city feature issue will be the Edinburgh number in April and no Rotarian ought to miss the opportunity to get the latest dope on this beautiful and interesting Scotch city.

Then will come the Kansas City number in May and in order to do full honor to their fellow citizen, International President Russell F. Greiner, the Kansas City Rotarians are going to make their number the finest edition of our magazine which has yet appeared.

(Continued on Page 93.)

The ROTARIAN

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\$1.50 to \$3.00. B. S. Swearingen, Managing Director.

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President—FRANK P. MANLY, V. P. & Gen. Mgr. Indianapolis Life Ins. Co., 302 Board of Trade Bldg. Phones, Main 3617; Main 358.

Secretary—GEORGE B. WRAY, Mgr. Office Furniture Dept. Wm. B. Burford, 38 S. Meridian St. Both Phones, 310.

Luncheons every Tuesday at 12:30 to 1:30 p. m. at Claypool Hotel, except the 2nd Tuesday of each month, when evening meeting is held at various places.

JACKSONVILLE (Fla.).

President—GEORGE W. CLARK, President The Geo. W. Clark Co., Real Estate Investments, Clark Bldg.

Secretary—R. T. ARNOLD, Arnold Printing Co., 224 E. Forsyth St. Phone, 3462.

Headquarters, 202 Clark Bldg.

Luncheons 2nd and 4th Tuesday at one o'clock, Aragon Hotel. Evening meeting 3rd Tuesday at 6:30 p. m., Aragon Hotel.

JOLIET (Ill.).

President—VAUGHN W. BROOKS, Chief Dispatcher, Elgin, Joliet & Eastern Railway, Joliet National Bank Bldg. Phone, Joliet 2850.

Secretary—JAMES L. BANNON, Civil Engineer-Contractor, Room 216, Joliet National Bank Bldg. Phone, Joliet 468.

Meetings on first and third Tuesday of each month at 7:00 p. m., at Hobbs Hotel. Luncheons every Thursday at 12:15, at Hobbs Cafe.

KANSAS CITY (Mo.).

President—E. R. GLENN, Vice-President Whitcomb Cabinet Co., Cabinet and Fixture Work, 14th and Chestnut. Both phones, East 1900.

Secretary—OTTO WITTMANN, Mgr. K. C. Auto Supply Co., Automobile Supplies, 1504 Grand Ave. Phone, Bell, G. 3181; Home, M. 3181.

Club Headquarters, 411 Reliance Bldg.

Luncheon every Thursday from 12:30 to 2 p. m. Round Table Luncheon every day, Hotel Baltimore.

LINCOLN (Neb.).

President—F. C. ZEHRUNG, Prop. Zehrung Posting Service, Oliver Theatre. Phone, B1234; Bell No. 8.

Secretary—F. E. WALT, Vice-Pres. Safe Deposit Insurance Agency, General Insurance, 128 N. 11th St.

Club Headquarters at office of Secretary. Meetings every Tuesday noon at Lincoln Hotel.

LOS ANGELES (Calif.).

President—ROGER M. ANDREWS, Pres. Germania Publishing Co., 230 Franklin St. Phones, Home A1474; Sunset, Broadway 832.

Secretary—H. C. WARDEN, 506-7 Delta Bldg. Phones, Home, F7343; Sunset, Main 7343.

Club Headquarters, 506-7 Delta Bldg.

Club meets every Friday for luncheon.

HOTEL: Hollenbeck, Spring and Second Streets, 500 rooms, 300 baths. Rates, \$1.00 and up. Excellent cafe.

LOUISVILLE (Ky.).

President—FRANK P. BUSH, Secretary & Treasurer Bush-Krebs Co., Engravers & Electrotypes, 408 W. Main St. Phone, Home City 1996; Main 1996.

Secretary—C. H. HAMILTON, Gen'l Agt. Sheldon School, 400 Walker Bldg. Phone, Home City 6911.

Club Headquarters at office of Secretary.

Meetings held twice a month—on the second Tuesday evening at dinner and on the fourth Tuesday noon at Henry Watterson Hotel.

MADISON (Wis.).

President—C. L. McMILLEN, Life Insurance, Orpheum Theatre Bldg.

Secretary—C. R. WELTON, Welton & Marks, Attorneys-at-law, Pioneer Bldg.

Meetings every Thursday at 12:30 p. m., Madison Club.

MILWAUKEE (Wis.).

President—G. C. DEHEUS, Dennison Manufacturing Company, Mack Block. Phone, Main 111.

Secretary—CAESAR D. MARKS, American Surety Co., of N. Y., Surety Bonds and Undertakings, 218 Wells Building. Phone, Main 2543.

Club luncheons held every Wednesday at the Hotel Pfister, 12:15 p. m.

MINNEAPOLIS (Minn.).

President—ORRIN M. CORWIN, Vice-President Wells & Dickey Co., Farm Loans, Municipal Securities, First floor McKnight Bldg. Phone, Nicollet 4200.
 Secretary—ALYN K. FORD, Partner Luther Ford & Co., Mfg. Mrs. Stewart's Bldg., 331 Second Ave. N. Phones, Main 1901; Center 4771.
 Club Headquarters at Secretary's office.
 Luncheon every Friday at 12:30 at Hotel Radisson, Seventh Street, near Nicollet Avenue. Minneapolis' most up-to-date hotel.

MONTGOMERY (Ala.).

President—THOS. L. HACKETT, Coca Cola Bottling Works, Bottler.
 Secretary—W. F. BLACK, City Hall.
 Meetings held on Wednesdays at 1 p. m. at the Gay-Teague Hotel.

MUSKOGEE (Okla.).

President—H. S. SHELOR, Bonds and Burglary Insurance, 905-6 Barnes Bldg.
 Secretary—JOHN A. ARNOLD, Accountant, 528-529 Flynn-Ames Bldg.
 Club Luncheons held every Thursday at 12:15 p. m. at Severs Hotel.

NASHVILLE (Tenn.).

President—J. H. ALLISON, Tennessee & American, Newspaper.
 Secretary—F. G. LANGHAM, Life Insurance, 715 Stahlman Bldg.
 Luncheon every Tuesday at 12:15 at Hotel Hermitage.

NEWARK (N. J.).

President—ISAAC B. KILBURN, Mgr. Division "B" Prudential Insurance Company, Prudential Building, Phone, Market-4000.
 Secretary—C. L. JOHNSTON, Asst. Mgr. Steger & Sons Piano Mfg. Co., 741 Broad St. Phone, Market-238.
 Club Headquarters at office of Secretary.
 Meetings on the second Tuesday evening of each month excepting July and August, at Achtel Stettens' Restaurant, 842 Broad St. Weekly Luncheons are not held although Rotarians can be found every day at the regular lunch hour at the restaurant mentioned above.

NEW CASTLE (Penna.).

President—SCOTT PAISLEY, Paisley Drug Co., Druggists, E. Washington St.
 Secretary—W. H. SCHOENFELD, N. C. Hardware Co., Hardware, 217 E. Washington St.
 Luncheons every Monday at Fountain Inn, at 12:15 p. m.

NEW ORLEANS (La.).

President—A. R. FREEMAN, Coca Cola Bottling Works, Canal and N. Robertson Sts. Phone, Main 3874.
 Secretary—ED. H. WILD, Men's Shoes, Retail, 615 Canal St. Phone, Main 2372.
 Club Headquarters at Hotel DeSoto. Meetings held 2nd Tuesday of month at 6 p. m. for dinner, and 4th Tuesday at 8 p. m. at the office or establishment of one of its members.

NEW YORK (N. Y.).

President—WALTER C. GILBERT, Harlem Storage Warehouse Co., 211 East 100th St. Phone, Lenox 830.
 Secretary—CLARENCE W. BRAZER, Brazer & Robb, Architects, 1133 Broadway. Phone, Madison Square 3991.
 Club Headquarters: Hotel Imperial, Broadway and 32nd.
 Meetings on the first Tuesday of each month, excepting July and August, at various restaurants. Weekly luncheons, Saturdays, at 1:30 p. m., private room, Hof Brau Haus, Broadway and 30th St.
 HOTEL: Imperial, Broadway and 31st. Rates, \$1.50 per day and up. Copeland Townsend, Mgr.

OAKLAND (Calif.).

President—T. B. BRIDGES, Mgr. Heald's Business College, Business College, 16th and San Pablo Aves. Phone, Oakland 201.
 Secretary—J. N. BORROUGHS, Pres. Oakland, Calif., Towel Co., Towel Supplies, 28th and Filbert Streets. Phone, Oakland 883.
 Club Office, 414 Security Bank Bldg. Phone, Lakeside 287.
 Meetings every Thursday at 12:30 at Hotel Oakland.

OKLAHOMA CITY (Okla.).

President—CARL F. WELHENER, Boardman Co., Terminal Bldg.
 Secretary—EUGENE WHITTINGTON, Member Firm Whittington & Steddom, Ins. Agency, 922 State Nat'l Bank Bldg.
 Luncheons, Tuesdays at 12:15, Lee-Huckins Hotel, except once in month, when we have monthly dinner.
 Club Headquarters are the Secretary's office.

OMAHA (Neb.).

President—DANIEL BAUM, Jr., Mgr. Baum Iron Co., 13th and Harney Streets. Phone, Douglas 131.
 Secretary—TOM S. KELLY, Gen. Agt. Life Dept. Travelers Ins. Co. of Hartford, 1331 City National Bank Bldg. Phone, Douglas 861.
 Meetings are held at noon in the Rathskeller of the Henshaw Hotel each Wednesday noon except the last Wednesday of the month when the meeting is at 6 p. m., same location.
 HOTEL: New Henshaw, 15th & Farnam Streets. Fire-proof. Strictly firstclass. European plan.

PATERSON (N. J.).

President—W. D. PLUMB, Mgr. Underwood Typewriter Co., 9 Hamilton St.
 Secretary—WALTER S. MILLS, H. W. Mills, Hardware, 59 Washington St.
 Meetings held last Thursday of the month at G. H. Crawford's, 148 Washington St.

PEORIA (Ill.).

President—GEORGE R. MACCLYMENT, Farm Land Development, Observatory Bldg. Phone, M-314.
 Secretary—E. C. SCHMITZ, Modern System Sales Co., Office Outfitters, 203 S. Jefferson Ave. Phone, M-682.
 Meetings held at Jefferson Hotel, or as otherwise specified, Fridays, at 12:15.

PHILADELPHIA (Penna.).

President—WALTER WHETSTONE, Pres. Whetstone & Co., Inc., Iron Pipe and Steamfitters' Supplies, 911 Filbert St. Phones, Bell Filbert 2813; Key., Race 1831.
 Secretary—CHARLES A. TYLER, Mgr. Bartlett Tours Co., Tourist Agents, 200 South 13th St. Phone, Bell, Walnut 2491.
 Regular luncheons at the Bingham Hotel on Wednesdays, 12:30 to 1:30 p. m. Club Headquarters, 200 South 13th St.
 Regular monthly dinners at Kugler's, 1412 Chestnut St. on the third Tuesday of each month at 6:30 p. m.

PITTSBURGH (Penna.).

President—EDWIN C. MAY, Secy. and Gen. Mgr. The May Drug Co., Retail Druggists, May Bldg. Phone, Court 4870.
 Secretary—P. S. SPANGLER, 547 Liberty Ave.
 Club luncheons held every Wednesday at Fort Pitt Hotel.

PORTLAND (Ore.).

President—JNO. C. ENGLISH, President J. C. English Co., Lighting Fixtures, 128 Park St.
 Secretary—J. L. WRIGHT, President Portland Printing House Co., 388 Taylor St.
 City Office, Room 2, Commercial Club Bldg., W. L. Whiting, Assistant Secretary.
 Weekly luncheons held every Tuesday at 12:30 p. m., Commercial Club.

PROVIDENCE (R. I.).

President—JOHN D. CAMERON, Sec'y & Asst. Treas. R. I. Supply & Engineering Co., Steam & Plumbers Supplies, 156 W. Exchange St. Phone, Union 883.
 Secretary—E. P. SMALL, Sec'y A. E. Martell Co., Loose Leaf Systems, 528 Grosvenor Bldg. Phone, Union 2017.
 Regular monthly meetings 1st Monday each month at 6:30 p. m. at Crown Hotel. Semi-monthly luncheons, 1st and 3rd Mondays at 12:30 o'clock.

PUEBLO (Colo.).

President—H. A. BLACK, Physician and Surgeon, 1 Pope Block. Phone, Main 331.
 Secretary—J. A. CLARK, Prin. American Business College, Commercial School, Swift Block. Phone, Main 829.
 Club Headquarters at office of Secretary.
 Weekly meetings every Monday at 12:15 p. m. Monthly meetings third Tuesday in each month, at 7 p. m. at the Vail or Congress Hotels.

READING (Penna.).

President—WILLIAM W. KECK, Partner Croll & Keck, Clothing, 418 Penn St.
 Secretary—D. G. McCANN, Treas. McCann's Business College, Berks Co. Trust Bldg.
 First and third Tuesday of each month at 8 p. m. meetings are held at the business places of the various members.

RICHMOND (Va.).

President—JOHN G. CORLEY, The Corley Company. Phone, Madison 2586.
 Secretary—S. S. ROSENDORF, Prop. Southern Stamp & Stationery Co., Twelve-Six Main St. Phone, Madison 1895. Address mail, Box 1336.
 Club Headquarters at office of Secretary. Luncheon meetings every second and fourth Tuesday in the month at 6:30 p. m.

Meetings rotate between Business Men's Club, Coles, Hotel Murphys, and other places. Consult the officers or ask for copy Tabasco, our club organ.

ROCHESTER (N. Y.).

President—SETH C. CARPENTER, Agt. Travelers' Insurance Co., 508-521 Granite Bldg. Phone, 1652.
Secretary—C. G. LYMAN, Prop. Lyman's Letter Shop, Duplicate Letters, 75 State St. Phone, Stone 6190.
Club luncheons every Tuesday, 12:30 to 1:30 p. m., at Hotel Rochester.

SAGINAW (Mich.).

President—GEO. B. WILLCOX, Pres. Willcox Engineering Co., 1550 Holland Ave.
Secretary—FRANK E. BASTIAN, Bastian Bros. Co., Job Printers, 111 Lapeer Ave.

ST. JOSEPH (Mo.).

President—CLAUDE MADISON, Mgr. St. Joseph Coal Co., 302 S. Fifth St. Phone, Bell 520.
Secretary—W. S. ALDRICH, Partner of the Firm Eckel & Aldrich, Architects, 1105 Corby-Forssee Bldg. Phone, Bell 62.
Meetings of the club are held on the 1st and 3rd Tuesdays of every month at Robidoux Hotel.

SAINT LOUIS (Mo.).

President—JESSE M. TOMPSETT, Treas. Isler-Tompsett Lithographing Co., Commercial Lithographing, 1324 Washington Ave. Phones, Olive 623; Cabany 3107.
Secretary—A. D. GRANT, Pres. Grant-Orvis Brokerage Co., 411 Olive St. Phone, Main 1751.
Club Headquarters, 411 Olive St. Phone, Bell, Main 1751.
Club luncheons every Thursday at 12:30, except 1st Thursday of month, at 6:30 p. m. at various hotels and cafes.

ST. PAUL (Minn.).

President—WILLIAM B. WEBSTER, Prop. St. Paul Steam Laundry Co., 289 Rice St. Phone, Cedar 940.
Secretary—JAMES H. LEE, Prop. James H. Lee & Co., Agency, High-Grade Office and Sales Help, 1617 Pioneer Bldg. Phones, Cedar 6060; Tri-State 2089.
Club Headquarters at Secretary's office.
Meetings usually held on Tuesday at various clubs and hotels at either 12:15 or 6:15 p. m.
HOTEL: The Saint Paul, European plan, \$2.00 up, with bath. C. G. Roth, Mgr.

SALT LAKE CITY (Utah).

President—CHAS. TYNG, Houston Real Estate Inv. Co., 351 South Main. Phone, Wasatch 27.
Secretary—SAMUEL R. NEEL, Samuel R. Neel & Co., Mining Stock Brokers, 306 Newhouse Bldg. Phone, Wasatch 904.
Meetings held 1st Tuesday of month. Club luncheons every Tuesday of month except first Tuesday at the Hotel Utah.

SAN ANTONIO (Texas).

President—HERBERT J. HAYES, Texas Title Guaranty Co., Abstracts and Titles, 130 W. Commerce St. Phone, C2468.
Secretary—C. H. JENKINS, The Bradstreet Co., Commercial Agencies, P. O. Box 807. Phone, C 333.
Address all mail to "P. O. Box 807." Club Headquarters, 225 Gunter Office Bldg.
Luncheons at 12:30 each Friday at one of the leading hotels.

SAN DIEGO (Calif.).

President—GORDON L. GRAY, Lawyer, 416 Union Bldg. Phone, Home 4160; M. 416.
Secretary—FRANKLIN M. BELL, 514 American National Bank Bldg. Phone, Home 4425; Sunset, Main 4442.
Club Headquarters at office of Secretary.
Meetings are held at Rudder's Grill every Thursday at 12:10.
HOTEL: del Coronado, Coronado Beach. American plan, \$4 per day and up.—John J. Herman, Mgr.

SAN FRANCISCO (Calif.).

President—H. J. BRUNNIER, Consulting Structural Engineer, Sharon Bldg. Phone, Sutter 370.
Secretary—R. R. ROGERS, Pres. R. R. Rogers Chemical Co., Mfrs. Specialties for Physicians and Druggists, 527 Commercial St. Phones, Kearney 150; C. 1505.
Club Headquarters at 803 Humboldt Bank Bldg. Phone, Douglas 1363.
Weekly luncheons, Tuesdays, 12:15 to 1:15 p. m. Techau Tavern, Powell and Eddy Streets.
HOTEL: St. Francis, Union Square, San Francisco. Rates, \$2.00 per day and upward. European plan.
HOTEL: Stewart, Geary Street, near Union Square. Rates, European, \$1.50, up; American, \$3.50, up.

SAVANNAH (Ga.).

President—JOHN S. BANKS, Phillips & Crew Co., Pianos and Talking Machines, 242 Bull St.
Secretary—HENRY J. F. LUDMAN, Snedeker & Ludeman, Architect, 401 National Bldg.
Meetings are held first, second and third Tuesday of each month at 2 p. m., and fourth Tuesday at 7 p. m.

SEATTLE (Wash.).

President—CLAUDE H. ECKART, Eckart Plumbing & Heating Co., 1614 Third Ave. Phone, Main 5682.
Secretary—W. A. GRAHAM, JR., 237 Rainier-Grand Hotel.
Club Headquarters at office of Secretary. Meetings held at the Rathskeller every Wednesday at 12:15 p. m.

SIOUX CITY (Ia.).

President—FRANK S. LAMAR, Secy. Deitch & Lamar Co., Office and Filing Devices, 418 Nebraska St.
Secretary—JNO. O. KNUTSON, Merchandise Broker and Manufacturers' Agent, 308 Pierce St. Phones, Bell 1122; Auto, 1026.
Club Headquarters at office of Secretary.
Luncheons every Monday at 12:15. Evening meetings 3rd Monday of each month. Luncheons rotate between The West, The Martin and The Jackson Hotels, evening meetings at The Martin or The West Hotels.

SPOKANE (Wash.).

President—W. C. SCHUPPEL, Mgr. Neely & Walker Investment Company, Irrigated Orchard Lands, Suburban Homes, 204 Paulsen Bldg. Phones, M. 332; M. 3478.
Secretary—CHESTER WYNN, 503 Chamber of Commerce Bldg.
Meetings held every Thursday at 12:15 p. m. at The Hall of the Doges, Davenport's.

SPRINGFIELD (Ill.).

President—O. G. SCOTT, Scott Coal Co., 327 S. 5th St.
Secretary—R. F. BUTTS, Form Letters, Buckeye Sales Co., 502 Reich Bldg.

STOCKTON (Calif.).

President—A. V. FAIGHT, Heald's Business College, Sutter & Weber.
Secretary—S. C. BEANE, So. Pacific Company, Sacra and Main.

SUPERIOR (Wis.).

President—CLARENCE J. HARTLEY, Firm Hanitch & Hartley, Lawyers, First National Bk. Bldg. Phone, Ogden 1141.
Secretary—B. J. THOMAS, Cashier People's Telephone, 1013 Ogden Ave.
Club Headquarters, Hotel Superior. Phone, Ogden 224.
Meetings each Wednesday at 6:15 p. m. at Hotel Superior unless otherwise ordered.

SYRACUSE (N. Y.).

President—S. H. COOK, Sales Mgr. Brown-Lipe-Chapin Co., Auto Gear Manufacturing, W. Fayette St. Phone, 7785. Residence, 502 Walnut Ave.
Secretary—FRANK W. WEEDON, Entertainer, 36 Grand Opera House Block.
Meetings each Friday at 12:15 p. m., excepting one Friday each month, which is an evening meeting with some special entertainment, at the Onondaga Hotel Rathskeller.

TACOMA (Wash.).

President—E. B. KING, Hoska-Buckley-King Co., Undertakers, 730-32 St. Helens Ave. Phone, M412.
Secretary—WM. G. STEARNS, President Stearns Bldg. & Investment Co., Real Estate, 301-2 Chamber of Commerce Bldg. Phone, Main 543.
Club Headquarters at office of Secretary. Regular weekly luncheon at Tacoma Hotel every Thursday at 12:30 p. m.

TERRE HAUTE (Ind.).

President—GEO. GRAHAM HOLLOWAY, Photography, 264 S. 7th St.
Secretary—C. I. BROWN, Brown's Business College, 116 S. Sixth St.

TOLEDO (Ohio).

President—FRANK L. MULHOLLAND, Lawyer, Mulholland & Hartman, 1311 Nicholas Bldg. Phone, Home 2299.
Secretary—HERBERT H. STALKER, H. H. Stalker Advertising Company, 329 Colton Bldg. Home Phone, Main 2047.
Club Headquarters, 303 Colton Bldg.
Weekly Club Luncheons are held every Friday noon at 12 o'clock at the Boody House.
Monthly meetings held on the third Tuesday of the month at such places as may be arranged for.
HOTEL: Secor, 300 rooms, 200 baths. Rates, \$1.50 per day and up. Wallick Bros., Props.

WACO (Texas).

President—A. H. BELL, Bell Machinery Co., 209 So. 6th St.
 Secretary—C. G. SNEAD, Underwood Typewriter Co., 608 Franklin St.

WASHINGTON (D. C.).

President—JOHN DOLPH, Supt. Metropolitan Life Ins. Co., 816 Munsey Bldg. Phone, Main 3271.
 Secretary—GEORGE W. HARRIS, Photographer, 1311 F. St., N. W.
 Luncheons held at the Ebbitt House, 14th and F Sts. N. W., phone, Main 5035, 2nd and 4th Fridays of each month.
 HOTEL: The New Ebbitt, 14th and F Streets. American, \$3.00. European, \$1.50 to \$4.00.

WICHITA (Kans.).

President—GIFFORD M. BOOTH, Pres. Grit Printery, Printing and Book Binding, 124 S. Lawrence. Phone, Market 440.
 Secretary—GEO. I. BARNES, Barnes Reporting Co., Form Letters and Court Reporting, 1005 Beacon Bldg. Phone, Market 472.
 Meetings of Club held every other Monday evening (except July and August) at Kansas Club at 6 p. m. Luncheons semi-monthly, on Wednesday, at 12:30 p. m., either at Hamilton Hotel or Y. M. C. A. Rooms.

WORCESTER (Mass.).

President—EDWARD B. MOOR, Partner Bonney & Moor, Brokers, State Mutual Building, 340 Main St. Phones, Park 5770-6685.
 Secretary—H. B. SIMONS, Mgr. Western Union Telegraph Co., 413 Main St.
 Luncheons every Thursday at 12:45 to 2 p. m. at the Bancroft (Rotarian) Hotel, in the Colonial Room. Monthly dinner and business meeting held on the third Monday in each month.
 HOTEL: The New Bancroft. A new million dollar hotel. Rates, \$1.50 up. European plan.

Clubs Not Yet Affiliated in the Association.**ALLENTOWN (Pa.).**

Secretary—G. FRANK IFFT, The Bradstreet Company.

BROOKLYN (N. Y.).

Secretary—E. W. BROWN, 186 Remsen St.

CHATTANOOGA (Tenn.).

Acting Secretary—C. J. HALEY, 810 Chestnut St.

CLEBURNE (Texas).

Secretary—B. W. ALEXANDER.

EVANSVILLE (Ind.).

Secretary—V. C. LEWIS, 206½ Upper 3rd St.

LITTLE ROCK (Ark.).

Secretary—S. M. BROOKS, State Bank Bldg.

MACON (Ga.).

Secretary—W. G. BILLINGS, 1000 Georgia Life Bldg.

MEMPHIS (Tenn.).

Secretary—G. O. WARING, 906 Exchange Bldg.

McKEESPORT (Penna.).

Secretary—R. W. JUNKER, Peoples Bank Bldg.

NORFOLK (Va.).

Secretary—C. J. MAINS, Monticello Hotel.

PALESTINE (Tex.).

President—H. I. MYERS, care The Grand Leader.

PHOENIX (Ariz.).

Secretary—PAUL S. KANTZ, P. O. Box 885.

SACRAMENTO (Calif.).

President—S. H. GILBERT, 919 Sixth St.

SCRANTON (Pa.).

Secretary—WALTER S. BUCK, 306 Peoples National Bank Bldg.

SOUTH BEND (Ind.).

Secretary—E. T. BONDS, Mgr. Cent. Union Tel. Co.

SPRINGFIELD (Ohio).

Secretary—JAS. S. WEBB, 41½ Bushnell Bldg.

TROY (N. Y.).

Secretary—H. WARD MACLELLAN, 3rd and Liberty Sts.

Canada.

Each Rotary Club extends a cordial invitation to all visiting Rotarians to attend its meetings and to call upon its officers and members.

HALIFAX (N. S.).

President—J. C. GASS, Provincial Mgr. Imperial Life Assurance Company, Bank of Commerce Bldg.
 Secretary—PEARL O. SOULIS, Pres. Soullis Typewriting Co., Granville St.
 Luncheons every Tuesday at 1 p. m. at Halifax Hotel. Monthly meetings 1st Tuesday in each month.

HAMILTON (Ont.).

President—RUSSELL T. KELLEY, Gen. Mgr. Hamilton Fire Insurance Co.
 Secretary—A. R. BELL, Mgr. The Garlock Packing Co. Meetings held Thursday at 1:10 p. m. at Young's Cafe.

MONTREAL (Que.).

President—H. LEROY SHAW, Mgr. Imperial Life Assurance Company, Life Assurance, 112 St. James St.
 Secretary—H. R. SWENERTON, Managing Director Montreal Bond Co., Bonds and Investment Securities, Transportation Building. Phones, Main 7309 and 7310.
 Club luncheons every Thursday at 1 p. m. at Freemans Hotel.

TORONTO (Ont.).

President—W. A. PEACE, Dist. Mgr. Imperial Life Assur. Company, 22 Victoria Street.
 Secretary—G. D. WARK, Secretary The Office Specialty Mfg. Co., Ltd., 97 Wellington Street, W.
 Meetings Wednesday of each week at 1:10 p. m. at Woodbine Hotel, 102 King St., West.

VANCOUVER (B. C.).

President—G. S. HARRISON, Merchants Bank of Canada. Phone, Sey. 9450.
 Secretary—R. W. HANNA, Office Furniture, 416 Cordova, W. Phone, 3700.
 Meetings, Tuesday at 12:30 p. m. sharp, Dunsmuir Hotel, Dunsmuir and Richard Sts.

VICTORIA (B. C.).

President—FRANK HIGGINS, Barrister & Solicitor, 1118 Langley St.
 Secretary—CAPT. T. J. GOODLAKE, 125 Hotel Ritz.
 Club luncheons every Thursday at 1 p. m. at Hotel Ritz.

WINNIPEG (Man.).

President—J. F. C. MENLOVE, Dom. of Can. Guarantee & Accident Ins. Co., 706 Somerset Bldg. Phone, Main 2075.
 Secretary—C. J. CAMPBELL, Security Land Co., 8 Bank of Hamilton Chambers. Phone, Main 870.
 Weekly luncheons held every Tuesday at 12:30 at the Travellets Club. Regular monthly meetings are held at the same place on the second Wednesday of each month at eight o'clock p. m.

Great Britain and Ireland.

Each Rotary Club extends a cordial invitation to all visiting Rotarians to attend its meetings and to call upon its officers and members.

BELFAST (Ireland).

President—W. H. ALEXANDER, Motor Merchant, 91 Donegall St. Phone, Belfast 974 and 1801.
 Secretary—HUGH BOYD, Atkinson & Boyd, Accountant, 72 High St. Phones, Belfast 2447 and 391.
 Luncheons, Monday from one to two p. m. Monthly Dinners at 6:30 p. m., Cafe Royal, Wellington Place.

DUBLIN (Ireland).

President—WILLIAM FINDLATER, Managing Director Alex. Findlater & Co., Ltd., 30 Upper Sackville Street. Phone, 3531.
 Hon. Secretary—WM. A. M'CONNELL, The Century Ins. Co., Ltd., 116 Grafton Street. Phone, 2983.
 Luncheons Mondays, 1:15 to 2:15. Evening meetings during winter months, usually on last Monday of month, Dolphen Hotel, Essex Street.

EDINBURGH (Scotland).

President—JOSEPH DOBBIE, S. S. C. Solicitor, 26 Charlotte Square. Phone, Central 5927.
 Secretary—THOMAS STEPHENSON, Pharmaceutist, Editor of "The Prescriber," 137 George St. Phone, Central 2387.
 Luncheons held every Thursday at 1 o'clock (except first Thursday of month). Monthly meeting, first Thursday of month at 7 p. m., Carlton Hotel, North Bridge, and Ferguson & Forrester's, Princes Street, on alternate months. No meetings held during August and September.

GLASGOW (Scotland).

President—WALTER LAIDLAW, Laidlaw & Fraser, Printer, 92 St. Vincent St. Phone, City 8893.
 Secretary—JOHN A. KIRKWOOD, Stock Broker, 75 St. George's Place. Phone, City 8004. Telegraph address "Stag," Glasgow.
 Luncheons, Tuesdays at 1:15, Sloan's Restaurant, Argyle Arcade, Buchanan St. Monthly Meeting 3rd Tuesday in the month at 6:30 p. m.

LIVERPOOL (England).

President—GEORGE J. PRATT, Pratt, Ellis & Co., Fishmarket, Phone, 1557 Royal.
 Hon. Secretary—AUGUSTINE RIED, Oxford & Ried, Insurance Broker, 19 Castle St.
 Luncheons every Thursday at 1 p. m. at Hotel St. George.

LONDON (England).

President—F. D. COOKE, Solicitor, 17 Coleman St. E. C. Phone, Central 1645.
 Hon. Secretary—J. FALKINGBRIDGE PARKER, M. S. A. Architect, 18 Coleman St., E. C. Phone, Central 4089.

Monthly meetings held the second Tuesday in each month at 7 p. m., and weekly luncheon every Wednesday at 1 p. m. at the headquarters of the club, Waldorf Hotel, Aldwych, W. C.

MANCHESTER (England).

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 Headquarters, Albion Hotel, Piccadilly. Club luncheons are held every Thursday at the Albion Hotel at 1 o'clock. Monthly dinners at the Albion Hotel each month on alternate days, first Thursday, Friday, etc., in the month. No dinners in August or September.

Clubs Not Yet Affiliated in the Association.

BIRMINGHAM (Eng.).

Secretary—W. STUART MORROW, 59, County Bldgs.

MORE OR LESS PERSONAL ITEMS

(Concluded from Page 85.)

Then as an introduction to the convention will appear the All-Texas number gotten up under the auspices of the Rotary Club of Fort Worth with Rotarian Bismarck Heyer of that city specially designated as Associate Editor and Advertising Manager for the Texas Section of the June issue. It is planned to get this issue in the mails by the 15th of May so that it may be as effective as possible in stimulating a few of the hesitating ones to a decision to attend the convention at Houston.

Belfast Presents Gavel to International Association.

With kindest regards and best wishes from all the Rotarians in Belfast, the Rotary Club of that city has prepared and presented to the International Association a silver mounted gavel for the president's use at conventions.

"This gavel is made of real Irish Bog Oak over a thousand years old, specially selected by our good Rotarian T. A. Fisher, carved with shamrocks by Rotarian Robert May and mounted in the workshops of Rotarian Robert McDowell. In addition to the International emblem which appears on the front of the gavel, you have the Belfast City Arms on one side, and the Irish emblem on the other, surrounded by the name of this club."

Our Irish friends in presenting the gavel write "we sincerely hope and believe that the Rotary movement will last as long as the accompanying gavel will wear, and you are no doubt aware that Irish Bog Oak is practically everlasting."

On behalf of President Greiner and the 12,000 members of the clubs in the International Association the editor returns most appreciative thanks to the Rotarians of Belfast and invites them all to come over to Houston and listen to the music of their gavel as it is operated by the presiding officer at the next convention.

Another Gavel in Preparation.

Rotarian Arthur A. Everts of Dallas, Texas is working on a beautiful gavel which he will present to the Association when it assembles in convention at Houston. It will be made of Texas ebony and bois de are, mounted with Texas gold and silver

and studded with Texas turquoise, pearls and opals. This will indeed be a unique souvenir of the great convention held in Texas which will begin at Houston on Sunday, June 21st, and terminate with the final city reception at Dallas on Tuesday, June 30th.

Tell It to Bob!

Mr. Robert Wilson Hunt of the Sioux City, Iowa Rotary Club has been appointed chairman of a committee to draft a code of ethics for the International Association of Rotary Clubs and he would like to have a personal letter from every man in Rotary who is interested in, or has any ideas on the subject of a code of ethics for business men. Communicate with Mr. Hunt if you have anything to offer as he is very anxious to have the work of his committee completed before the next convention, at which time it will be taken up for consideration.

Why Shouldn't You?

Why shouldn't you walk a block out of your way to patronize a friend in business, his prices and goods being equal in every respect to his competitor's, whose place happens to be handier? There's a whole lot of "tommyrot" about using an Organization for business purposes. A man who joins an Order for that reason is entitled to a rebuke and severe letting alone—and he usually gets it. But after he's in the Order and he has established his right to your good will, personally, is there any reason why you shouldn't patronize him just because he IS in? That's where the "tommyrot" feature comes to the front. If one cannot expect the support of one's friends, he's precious unlikely to get that of his enemies. The cigars you smoke, the clothes you wear, the eatables you buy, do you put yourself out one step to see that they come from someone you like, or is the most convenient place the one that gets your spare change? Patronize your friends! If they are friends, they are worth it! And in this complex of business life, with strenuous competition on all sides, every little helps—and sometimes helps a whole lot more than you ever thought would be possible.—Author's name lost.

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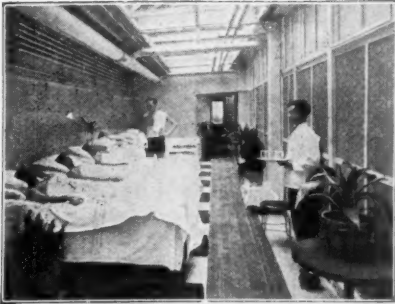
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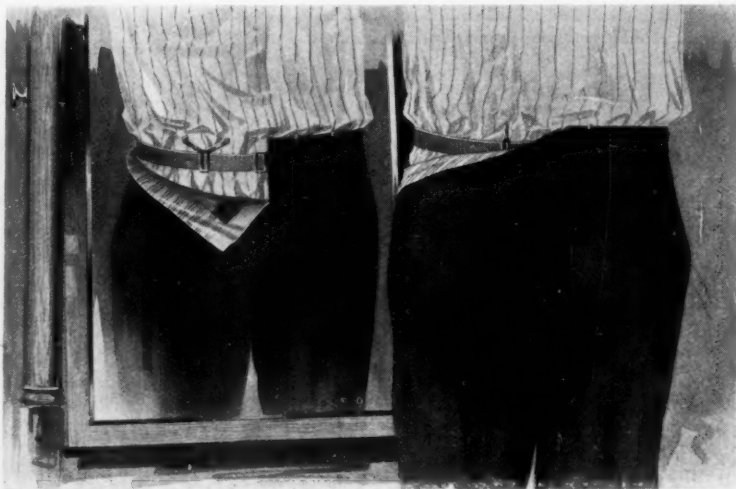
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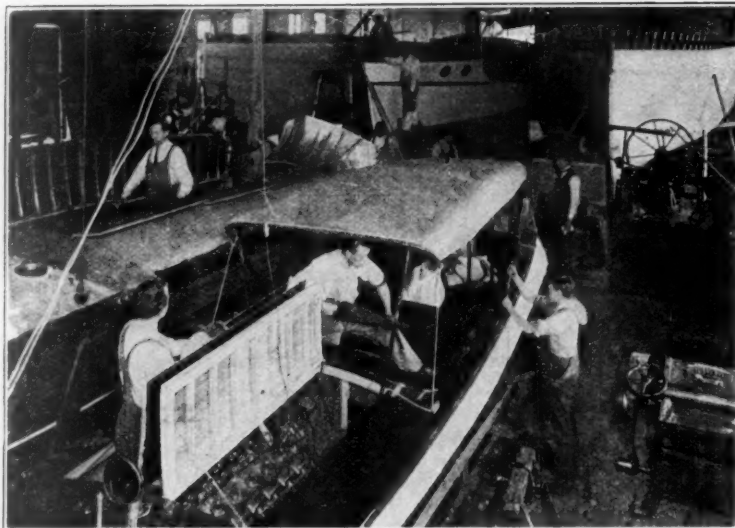
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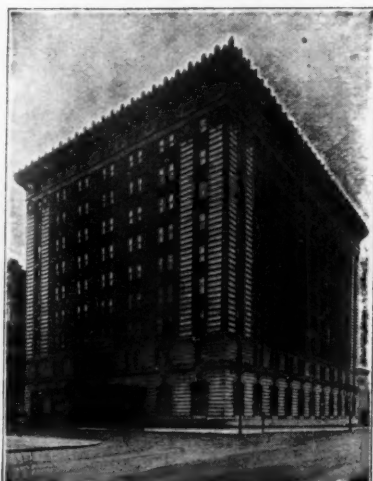
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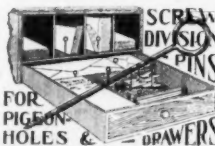
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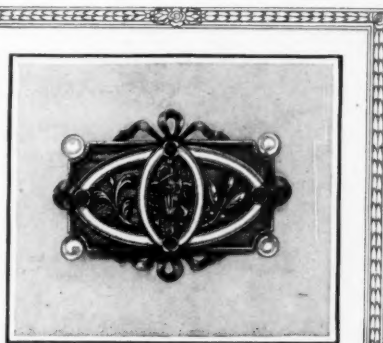
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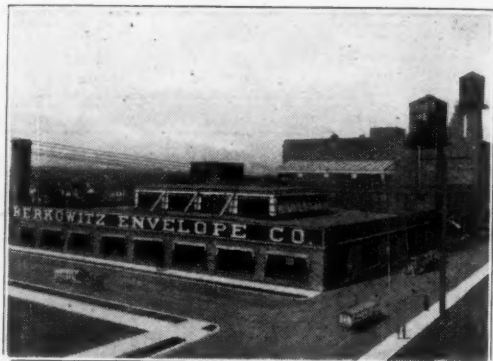
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